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ABSTRACT

This document offers examples of advancement organizational charts for large public and private universities, small- to medium-sized public and private colleges and universities, community colleges, and independent schools. In addition, it provides organizational charts and sample job descriptions for various areas of institutional advancement, such as public relations, development, publications, special events, alumni relations, and marketing. Section 1 briefly discusses approaches to organizing an advancement operation. Section 2 provides examples of organizational charts for advancement activities at 17 institutions. Accompanying each chart is a brief description of the institutional structure and special features of the advancement organizational structure. Section 3 provides charts and sample job descriptions for the following areas: Vice President/Vice Chancellor level, alumni relations, development, government relations, marketing, public relations, publications, and special events. Section 4 provides concluding observations. (Contains 12 "CASE CURRENTS" references.) (DB)

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Organizational Charts and Job Descriptions for the Advancement Office

by Judith T. Phair and Roland King

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by Judith T. Phair and Roland King

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SAMPLE FILE

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Acknowledgments

One of the most rewarding aspects of working in higher education advancement is the spirit of cooperation and sharing that pervades the field. Possibly never in the authors' careers has that been more apparent — or more important — than in assembling the information contained in the pages that follow. Across the country, colleagues at all sorts of institutions gathered organizational and position information, wrote narrative to put the material in perspective, and tolerated innumerable follow-up requests and questions. We thank them for their openness, their responsiveness, and their patience.

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Bowdoin College
Carnegie Mellon University
Cornell University
Duke University
Indiana University
Lawrenceville School
Macomb Community College
Massachusetts Institute of Technology
Michigan State University
Montgomery College

Oregon State University
Pennsylvania State University
Rollins College
Syracuse University
University of California - San Diego
University of Michigan
University of Minnesota - Duluth
University of Minnesota - Twin Cities
Washington University in St. Louis

Introduction

Is the advancement team big enough to run a capital campaign? Where does the marketing function belong? And what is a webmaster? The *CASE Sample File of Organizational Charts and Job Descriptions* is the first book in a new series that will feature representative documents and materials collected from CASE member institutions. The Sample File Series will enable advancement professionals to observe how their colleagues have handled common challenges and benefit from their experience and insights.

This document offers examples of advancement organizational charts for large public and private universities, small to medium-sized public and private colleges and universities, community colleges, and independent schools. In addition, there are organizational charts and sample job descriptions within such areas of advancement as public relations, development, publications, special events, alumni relations, and marketing.

It is important to remember that the samples represented here should prove most useful as guidelines — not as the only or necessarily the best solutions, even for institutions of similar structure and size. Organizational plans and job descriptions are, after all, only as good as the people behind them. And, as Robert Bruce, executive director of university communications at Oregon State University observes, "Placement on the organizational chart needn't make much difference, as long as whoever is in charge of the overall organization has a good understanding of what roles different functions can play. Good people can overcome any organizational barriers."

Organizing an Advancement Operation: The Big Picture

Institutional advancement operations are as different as the organizations they are designed to serve. There may be more than one vice president, several assistant or associate vice presidents, and a plethora of directors — or there may be no vice presidents and a one-woman or man band who is in charge of public relations, marketing, fund raising and anything else that comes down the pike. Whatever the staff size and configuration, all have one element in common: the need to facilitate communication to, between, and among the organization and internal and external audiences — from state legislators to donors to prospective students and the media.

Effective communications means creating a climate of public trust and confidence. Without such an environment, it is extremely difficult to recruit students, raise money, market special services, gain state and federal support, and receive fair, accurate, and extensive media attention. Carnegie Mellon's Office of University Relations sums up the challenge in its mission statement, noting, "We contribute to the university's goals through programs and communications strategically planned to influence key publics and provoke desired behaviors...candor, honesty, and concern for the public interest form the foundation of our activities."

In general, institutional advancement at most institutions includes public relations, publications/periodicals, development, and alumni relations. Many advancement operations also oversee marketing, special events, and governmental relations. On campuses where there is a single chief advancement officer, his or her bailiwick will generally include all of the above and sometimes more. It is interesting to note, however, that at many institutions there is no longer one chief advancement officer. Instead, the fund-raising and public affairs/relations aspects of advancement have been separated into two equal parts. The public relations side may be called "university relations" or "institutional relations," while fund raising and alumni relations are usually grouped together on the development side. Ideally, the two units work closely together, but each reports directly to the president. The University of Michigan has adopted such a structure, and former Vice President for University Relations

Walt Harrison is a firm proponent of its effectiveness.

"In an increasingly media-dominated age, few universities have realized how vitally important it is to have a strong public affairs team," says Harrison. "Chief public affairs officers are buried far too deep within organizations for the most part. I am delighted that is not true here."

Organizational structures and functions should be fluid to a certain degree in order to best accommodate institutional needs and priorities, and research for this publication indicates that today's advancement operation is often in motion. Notes one advancement professional, "Our organization chart seems to change about every six months." Sometimes the shifting of positions and titles from one area to another is politically-based — a reality in any organizational setting. But much of the current penchant for restructuring, both small and large-scale, appears driven by three factors: the growing role and impact of technology on all aspects of the advancement function, the ascendancy of marketing in higher education, and the demands of an imminent, concluding, or on-going capital campaign.

In the development area, technology has made it possible to improve the collection, categorization, and accessibility of data on current, past, and potential donors. Increased frequency and scope of capital campaigns have driven demands for better, faster research, record keeping, and gift response. Duke's solution to the replication of effort, and expensive computer equipment, in several different offices was to create a centralized financial services unit.

Not too many years ago, few advancement professionals knew what a home page was — and a webmaster sounded like another word for E.B. White's talented Charlotte. Now it's hard to imagine a campus in the country without a web site. The current and potential value of the web for carrying key messages to a variety of target audiences has put increased pressure on public relations offices to add this exciting new tool to their communications toolkit.

Many campuses have put "virtual tours" on the web, as well as press releases and on-line versions of the catalog, annual report, and other materials. Some have translated the traditional faculty-staff newsletter to an on-line 'zine. Clemson University points with pride to its use of electronic communications to counter inaccurate reports in the media about an incident involving the Clemson sports program. To correct the errors in TV and print stories, the public affairs director posted Clemson's version of the incident on the Web page, gopher server, and ClemsoNews listserv, with a subscription list of over 500 alumni, parents and friends (CASE CURRENTS, March 1997, p. 14).

Many already downsized and overburdened public relations and publications offices have found that existing staff simply cannot handle the demands of this new technology. At the same time, they realize the importance of overseeing this powerful communications vehicle. The result is the creation of what may be the newest position in the educational advancement profession: the webmaster.

Marketing director or coordinator is hardly a new title, but it is probably the single fastest-growing profession on college, university, and independent school campuses. There is, at present, little con-

sistency to marketing's placement in the advancement framework. Because much campus marketing focuses on student recruitment, a dotted line frequently connects the unit to undergraduate and/or continuing education admissions. Indeed, Indiana University has transformed its News Bureau into the Office of Communication and Marketing, with a mission of recruitment, development, and targeted public relations. In other structures, marketing often serves a discrete function, providing "value-added" expertise in market research and promotion. The director may report to an executive director or associate vice president for communications, or may have equal stature with heads of public relations/communications and development.

Capital Campaigns Demand More Communication

Capital campaigns, on campuses of all sizes, have proliferated, bringing with them an increased need for campaign-related communications. This phenomenon, especially on larger private and public university campuses, has often led to the creation of a development communications office, separate from the overall communications/ public relations operation. If public affairs and development have separate vice presidents, this unit generally reports to administrators on the fund-raising side. In the most successful advancement operations, capital campaigns have provided the impetus for all aspects of advancement to work more closely, and productively, together, no matter where they may appear on the organizational chart.

Campaigns have also helped create stronger relationships, in many instances, between academic/administrative units and the advancement team. For example, at Penn State (CASE CURRENTS, March 1993, p. 19), some officers are also responsible to deans, directors, and other officials for external affairs and other administrative duties. Finally, capital campaigns have been the single biggest factor in expanding staffs and, therefore, boxes on the organizational chart. Notes advancement consultant Keith Moore (former vice president at Carnegie Mellon), "the biggest friend of the advancement officer is the pending capital campaign."

As you review organizational structures and job descriptions in this sample file, you may observe that the size of the staff and the complexity of the structure does not always directly correlate to the size of the institution. In the view of Marc Landsberg, director of external relations at the J.L. Kellogg School of Management, Northwestern University, this is as it should be. "Staff size should be based on expected outcomes, not enrollment," he says. He also cautions against setting up too many reporting layers. "Err on the big side...have more people reporting to one person...as you go smaller, you start to create more levels, and by and large levels are bad," he says. "Once you get into three or more (levels), you have the problem of communication across levels."

Most importantly, Landsberg advises, have a plan: "No structure in the world is going to make up for unit heads who don't know what they want to do — who simply respond to external stimuli rather than executing a strategic plan." (CASE CURRENTS, June 1995, p. 41)

Overall Advancement Organizational Structures

Represented in this section of the *Sample File* are overall organizational charts for advancement operations at large and small public and private universities and colleges, community colleges, and independent schools. At the majority of institutions, and of those reflected here, all advancement functions report to one chief advancement officer. However, as previously noted, at such institutions as The University of Michigan and Washington University, there are separate vice presidents or vice chancellors for public affairs and for development.

Structure follows function, as these charts also show. For example, Montgomery College has expanded its alumni relations and development operations because of previous decreases in state and county funding and the increasing need for financial resources to ensure that the college maintains its established educational strengths. At Macomb Community College, governmental relations is especially important because of the state funding system. Because of the college's medium size, it seems logical to include governmental relations within the advancement function, while at a very large university it may even have a separate vice president.

Large universities which have sizable medical schools and hospitals may have separate communications functions for the medical side and the rest of the university, although fund-raising efforts are usually under one roof. Johns Hopkins University, for example, has separate communications functions for the medical institutions and the university. At Washington University, however, the vice chancellor for public affairs also supervises medical public affairs.

Most commonly, the top advancement position is occupied by a vice president or vice chancellor. It is interesting to note an increase in the number of associate and assistant vice presidents/chancellors in recent years. Still, as both these charts and the fourth CASE Survey of Institutional

Advancement, conducted in 1995 by Ketchum Associates, indicates, the most common job title remains director. The survey's findings on reporting relationships also generally concur with these charts. Nearly two-thirds of the survey respondents reported either to the president/chancellor/school head or to a vice president/vice chancellor (CASE CURRENTS, February 1996, p. 10).

In organizing the advancement organizational charts that follow, we begin with examples of the traditional structure at public and private institutions, both large and small. After that, we introduce examples of the somewhat less common structure of separate but parallel divisions for the public relations and development/alumni relations functions. Next, we show how selected institutions have incorporated the emerging marketing function into their structure. Finally, we offer organizational charts from both independent schools and community colleges.

Throughout this section, in the narrative prefacing each organizational chart, we have included "Worth Noting" comments on elements of the structure that readers might find particularly interesting, innovative or unusual. These notes should not be seen as an endorsement of those elements, but rather are intended to simply call attention to the unique or noteworthy aspects cited.

This section contains overall organizational charts, in the following order, for:

University of Minnesota - Twin Cities	Washington University
University of Minnesota - Duluth	Bowdoin College
Syracuse University	Oregon State University
Rollins College	Pennsylvania State University
University of Michigan	Indiana University
Michigan State University	Lawrenceville School
Cornell University	Macomb Community College
Massachusetts Institute of Technology	Montgomery College
Carnegie Mellon University	

Washington University in St. Louis, Mo., while unable to provide an organizational chart, also contributed information about its overall organization. That information, without a chart, is included.

Profile information on each of the institutions, found on the page preceding each chart, is taken from the 1998 *Higher Education Directory*, and includes whether the institution is public or private, its Carnegie classification and total enrollment (rounded to nearest 100).

University of Minnesota - Twin Cities (Minneapolis)



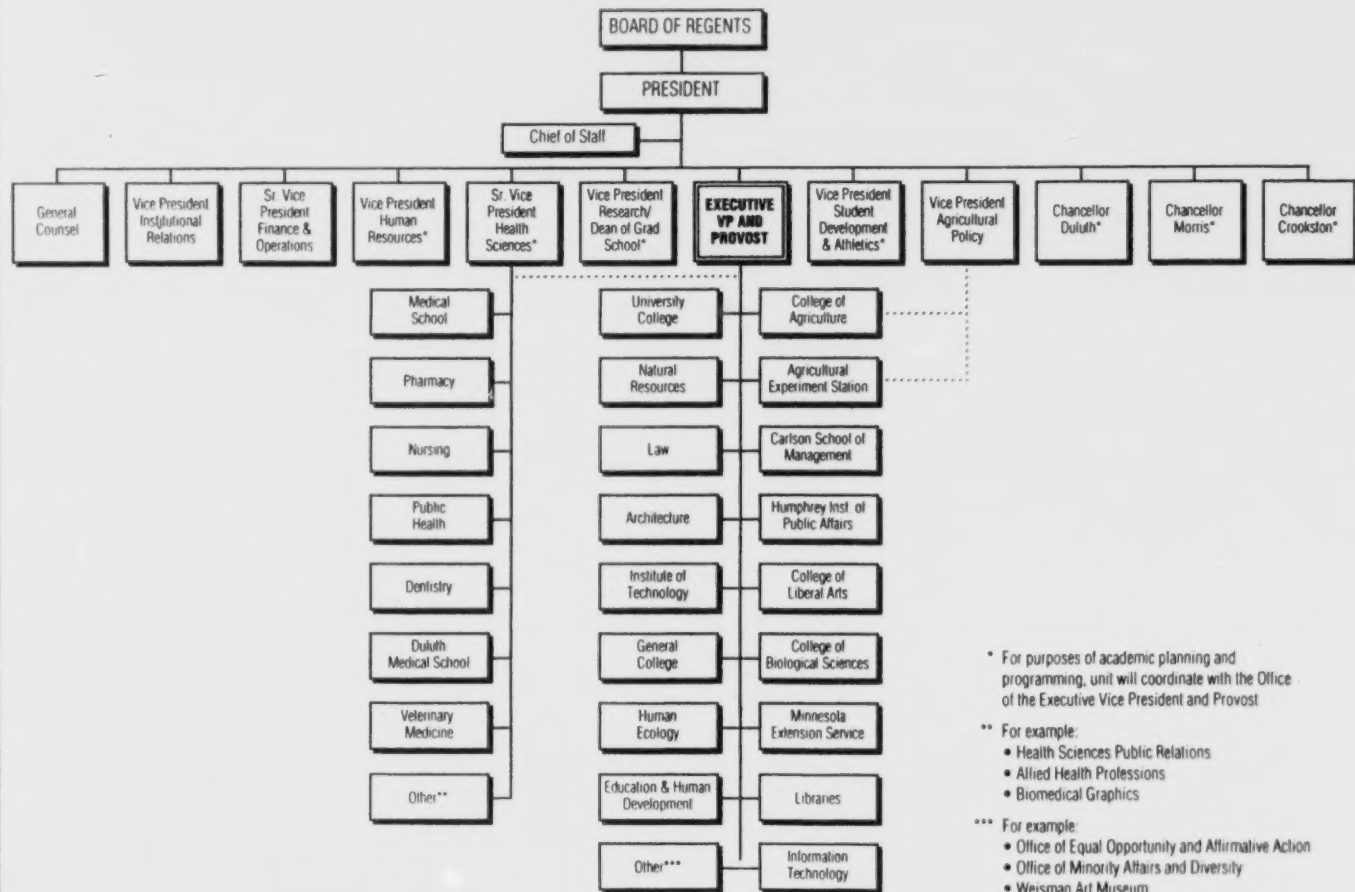
Profile: Public, Research I, 37,000 students

Division Name: Institutional Relations

If there is an example of the classic institutional advancement function as it has existed at many colleges and universities for three or four decades, it well may be the structure in place at the University of Minnesota, Twin Cities. The vice president — one of eight reporting to the president — oversees three major departments: alumni relations, development, and public relations (called university relations here, and encompassing media relations, publications, periodicals, marketing and events). In that Minnesota is a public university, the vice president also oversees directors of federal and state relations — positions that would likely not exist at a private institution.

Worth Noting: There are separate communication, legislative/university issues and marketing functions under alumni relations, which obviously must be carefully coordinated with similar functions elsewhere in the division.

UNIVERSITY OF MINNESOTA Central Administration Organization



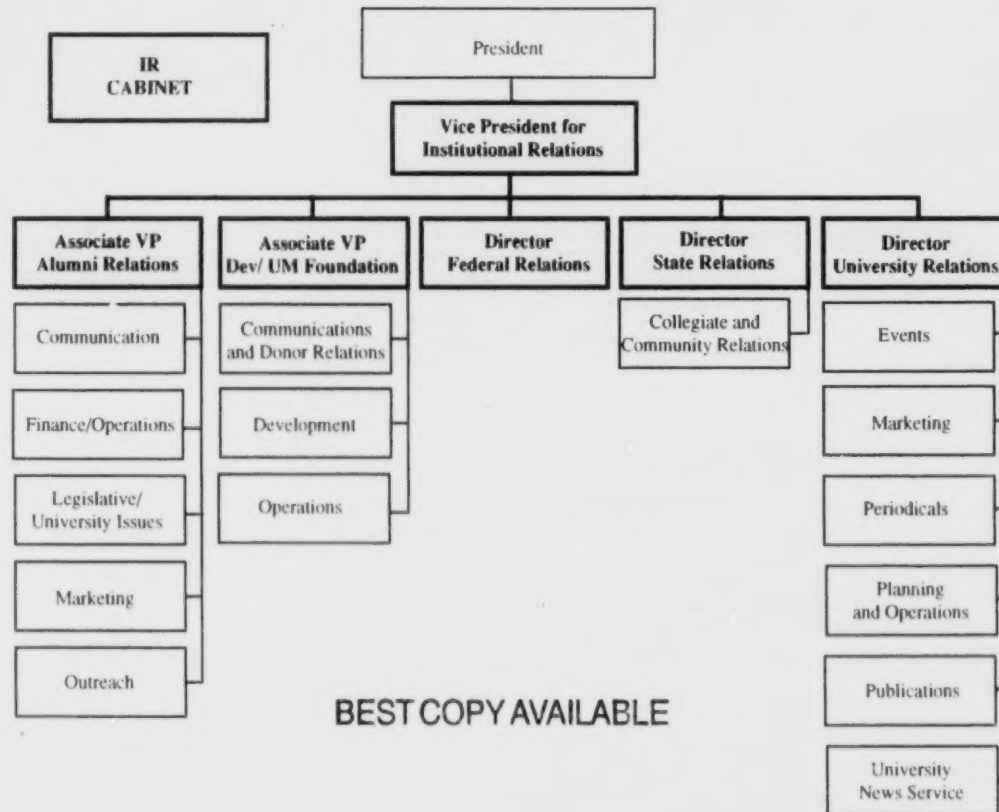
* For purposes of academic planning and programming, unit will coordinate with the Office of the Executive Vice President and Provost

** For example:
• Health Sciences Public Relations
• Allied Health Professions
• Biomedical Graphics

*** For example:
• Office of Equal Opportunity and Affirmative Action
• Office of Minority Affairs and Diversity
• Weisman Art Museum

University of Minnesota - Twin Cities
Central Administration Organization

Institutional Relations University of Minnesota



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**University of Minnesota - Twin Cities
Institutional Relations Organizational Chart**

University of Minnesota - Duluth



Profile: Public, Master's I, 7,500 students

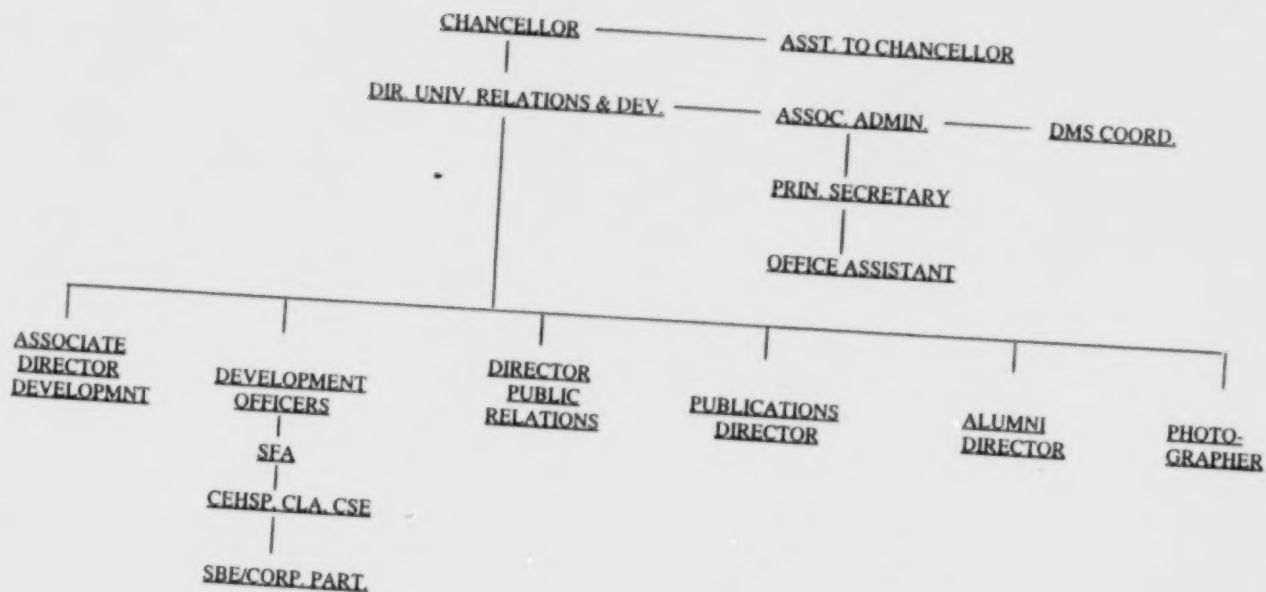
Division Name: University Relations & Development

The University of Minnesota-Duluth represents the traditional structure at a smaller public college or university. As is often the case in smaller advancement operations, the largest unit is the development group, which in this case is composed of three professionals who support specific subdivisions of the university. Other units of the division (public relations, publications and alumni) are one-person shops.

Worth Noting: The full-time photographer serves as the official photographer for UMD events and supports the photographic needs of the other units within the division.

University of
Minnesota - Duluth

ORGANIZATION CHART
UNIVERSITY RELATIONS & DEVELOPMENT



University of Minnesota - Duluth
Institutional Relations and Development Organizational Chart

Syracuse University (Syracuse, N.Y.)



Profile: Private, Research II, 18,600 students

Division Name: University Relations

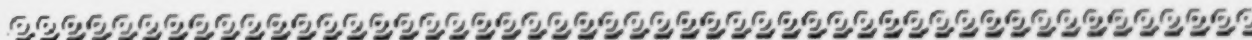
As a large private, the Syracuse structure closely parallels that of Minnesota, except that the division is headed by a senior vice president (a total of two senior vice presidents, two vice presidents and one vice chancellor report to the chancellor and president). The heads of the public relations and development units carry vice president titles instead of the more common director titles, while alumni relations and special events are headed, respectively, by an executive director and director.

Worth Noting: Satellite university relations offices exist in New York City and Washington, D.C. Community relations, often a stepchild in the advancement area, is in this case located within the public relations department. Government relations reports through a separate vice president for human services and government relations.

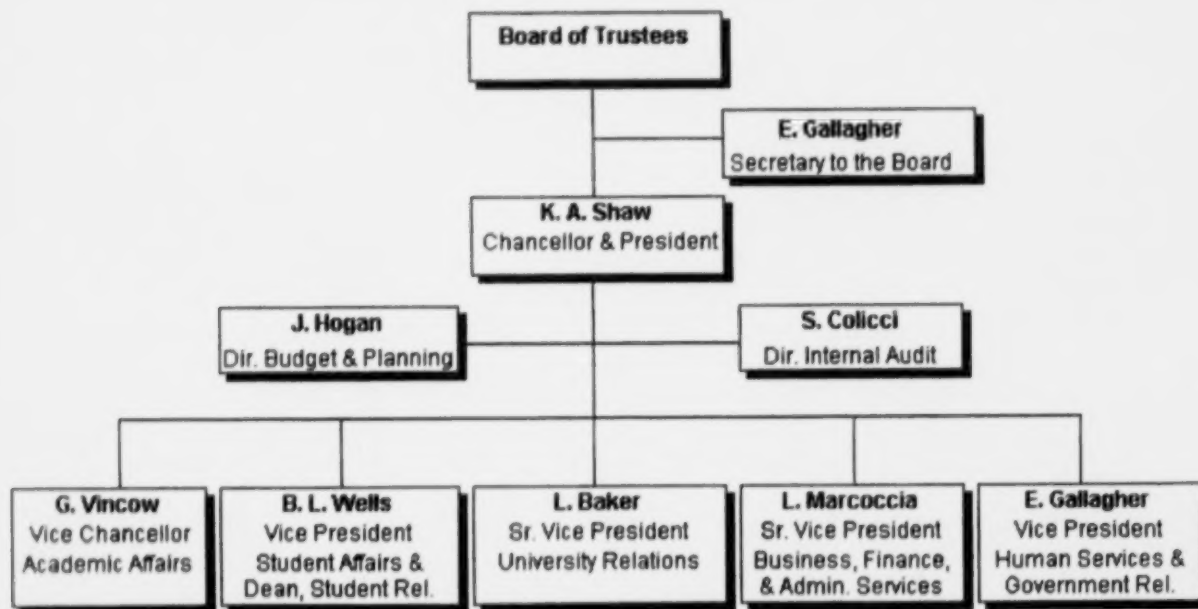




Syracuse University



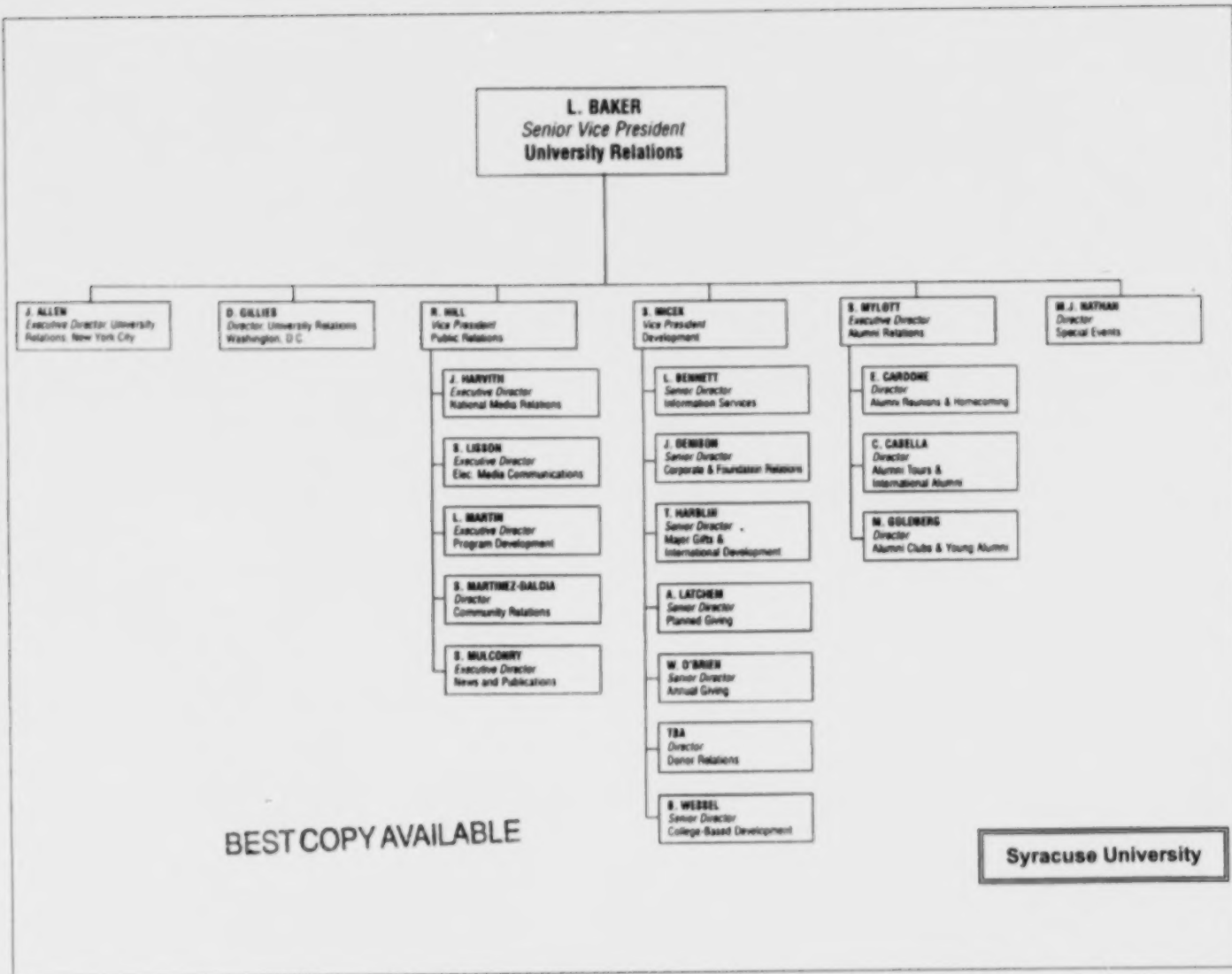
Syracuse University Administrative Organization



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Administrative Organizational Chart

Syracuse University



Rollins College (Winter Park, Fla.)



Profile: Private, Master's I, 3,300 students

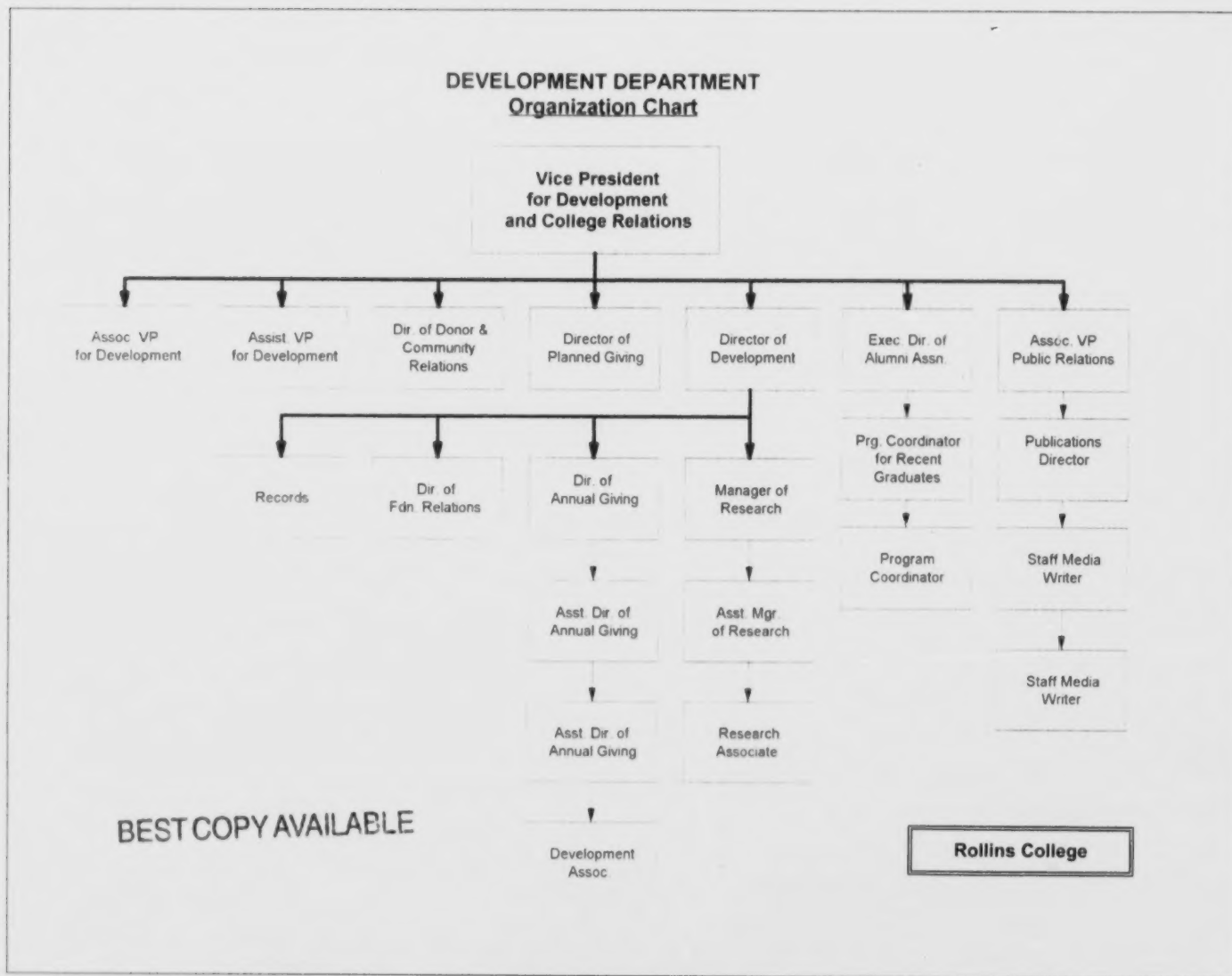
Division Name: Development & College Relations

Rollins represents the traditional structure at a smaller private institution, with relatively small development, alumni relations and public relations/publications units reporting to the vice president.

Worth Noting: The director of planned giving reports directly to the vice president, outside of the development structure. This is a fairly common configuration given the distinctive responsibilities and relationships in a planned giving/deferred giving office. Also, there is a program coordinator for recent graduates in the alumni association office, obviously in recognition of the special nature and challenge of involving new alumni in the association and its activities.

Development Department Organizational Chart

Rollins College



University of Michigan - Ann Arbor



Profile: Public, Research I, 36,500 students

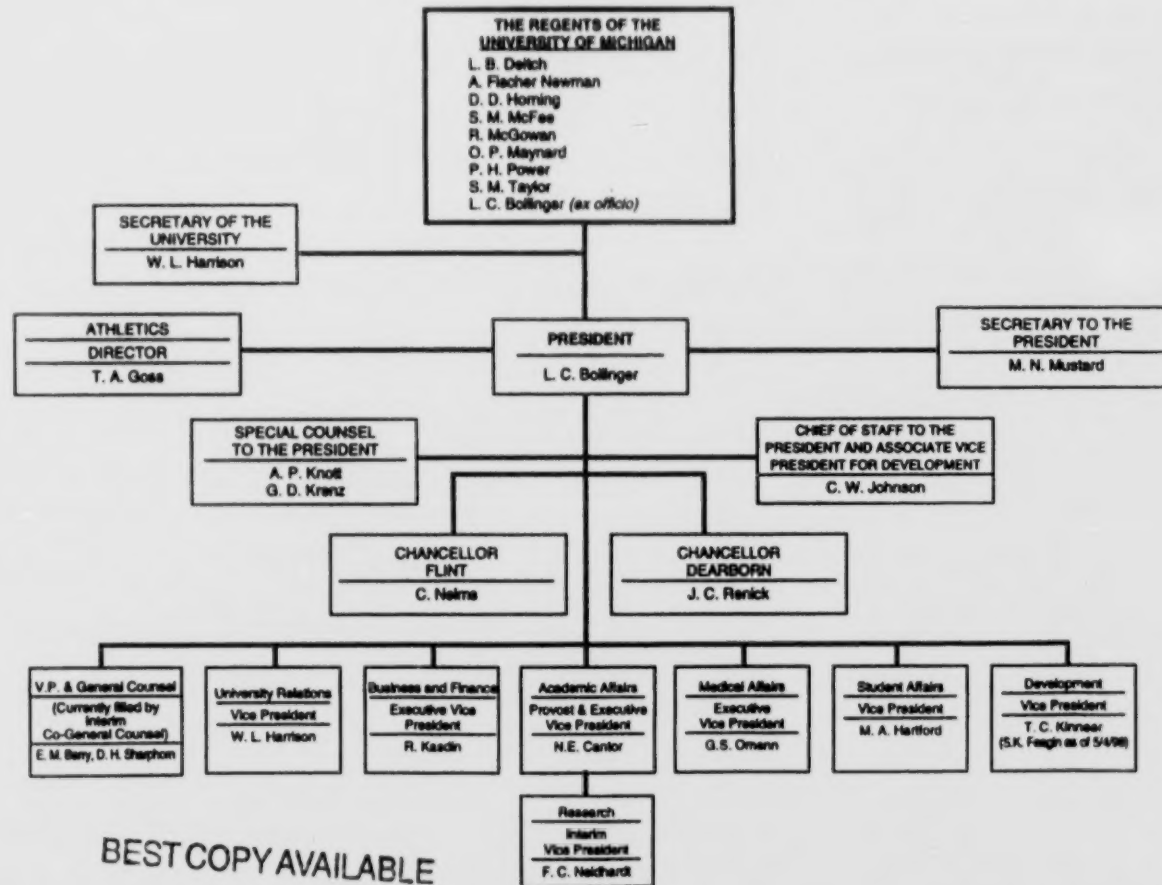
Division Names: (1) University Relations, (2) Development (both shown)

Increased public scrutiny and skepticism of colleges and universities in the 1980s and 90s has underlined the importance of unbiased public relations counsel to top administration. To provide the kind of unfiltered input at the highest institutional level, a number of public and private institutions have moved public relations out from under the traditional institutional advancement umbrella, creating a parallel reporting structure next to the development/alumni relations function.

Michigan is typical of this organizational structure. The vice president of university relations (defined here as encompassing public relations, publications, events, governmental relations, and community relations) is organizationally parallel to a separate vice president for development, as well as two other vice presidents and three executive vice presidents.

Worth Noting: The person handling freedom of information requests, a major issue at public institutions, is housed within university relations at Michigan. In spite of its obvious public relations implications, FOI is often based within the legal affairs office at other public universities. The university's public radio station is part of the university relations division. Within Michigan university relations, marketing communications is the term for what at most institutions would be the publications office. In the development division, the staff is organized into discrete "fund-raising teams" and "customer support teams." A director of university and development events is located in the development division for budget purposes, but that person reports to development, university relations and the president's office jointly. It is also worth noting that it is advantageous to have coordination and cooperation between public affairs and government relations, areas that both report to the vice president for university relations at Michigan.

UNIVERSITY OF MICHIGAN ORGANIZATION CHART PRESIDENT

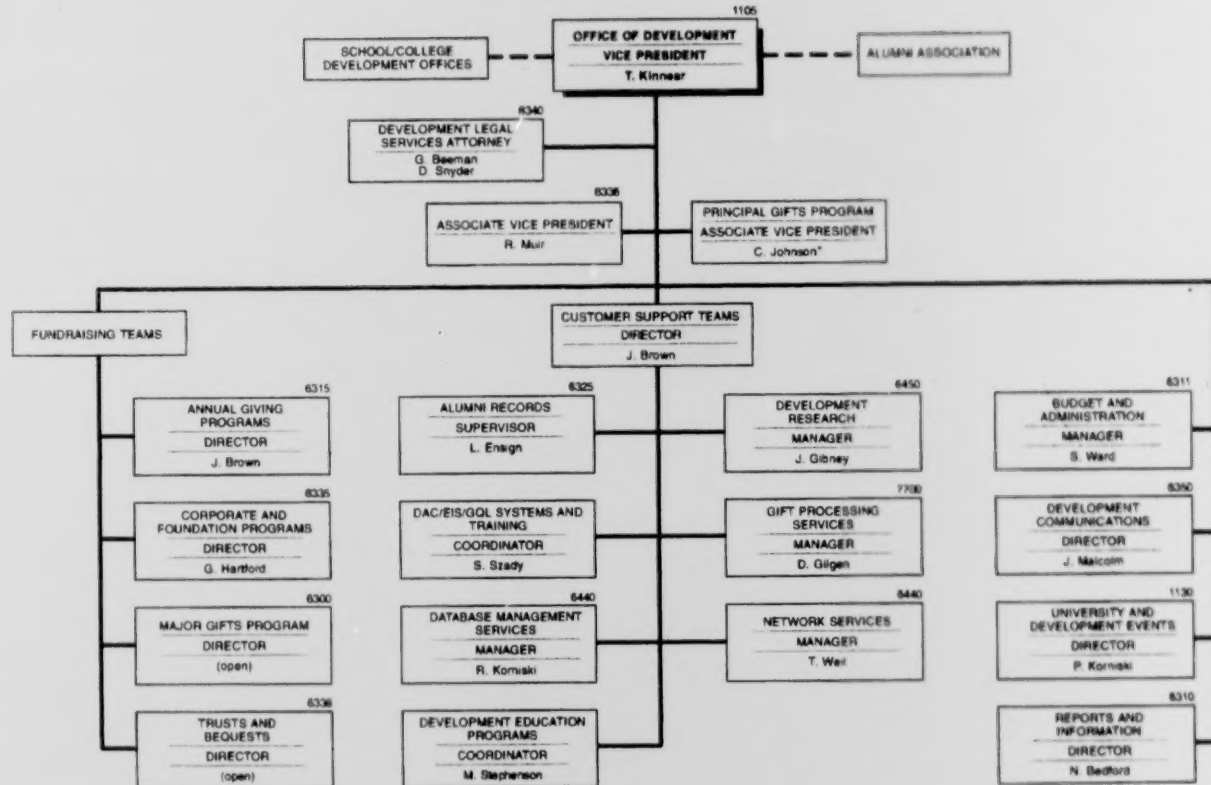


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University of Michigan
Organizational Chart

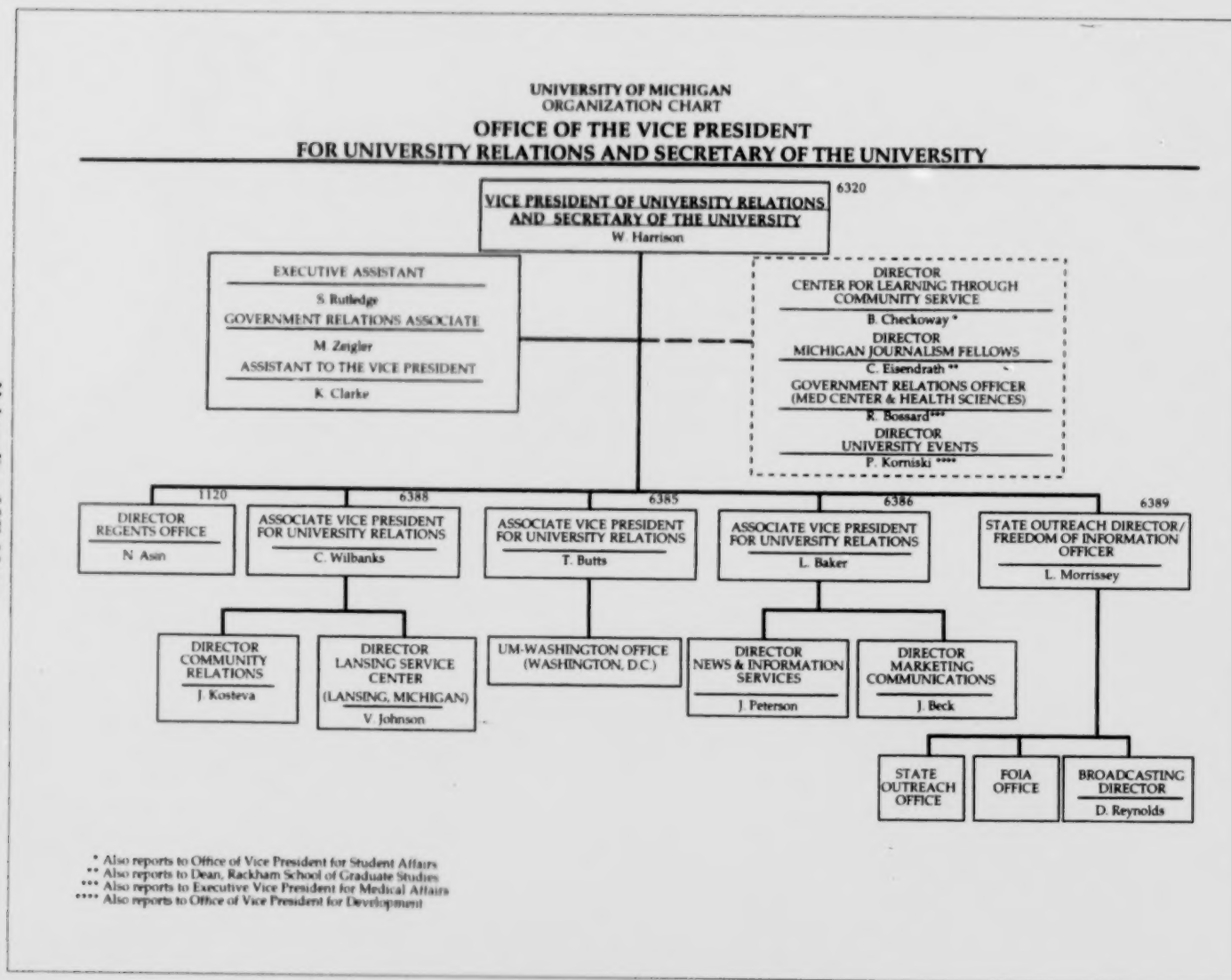
**UNIVERSITY OF MICHIGAN
ORGANIZATION CHART
OFFICE OF DEVELOPMENT
VICE PRESIDENT**

**University of Michigan
Office of Development Organizational Chart**



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University of Michigan
Organizational Chart



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Michigan State University (East Lansing)



Profile: Public, Research I, 41,500 students

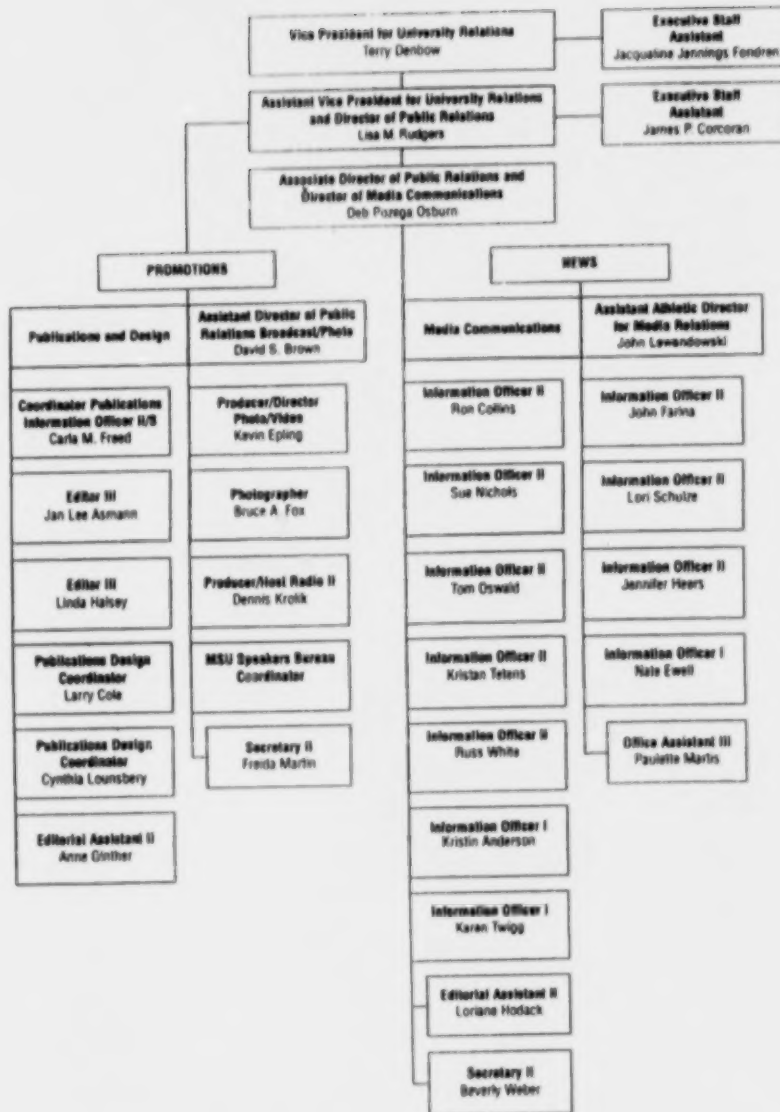
Division Names: (1) University Relations (shown), (2) University Development

Under the vice president for university relations at Michigan State, a director of public relations directs two broad areas of "news" and "promotions." News encompasses media communications (called the news bureau at many institutions) and athletic media relations (or sports information). Promotions includes publications, and a separate unit housing broadcast and photo services.

Worth Noting: Sports information at Division I schools is most often organizationally separate (under the athletic director); at Michigan State the function is part of the university relations structure, but is headed by an assistant athletic director and the position is jointly funded by both athletics and university relations.

**Division of University Relations
Michigan State University**

1998



(updated 1/98)

**Michigan State University
Division of University Relations Organizational Chart**

Cornell University (Ithaca, N.Y.)

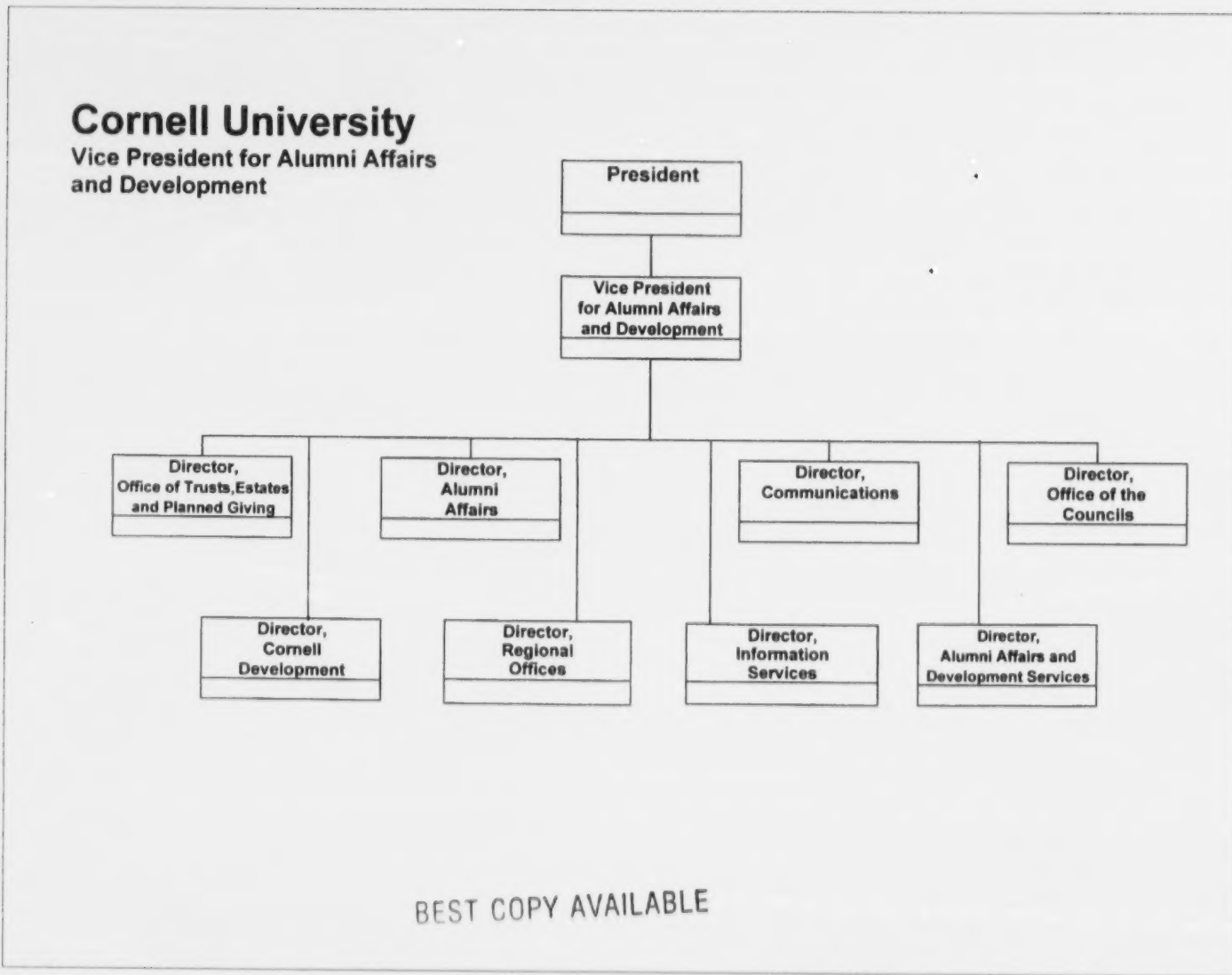


Profile: Private (with public components), Research I, 18,900 students

Division Names: (1) Alumni Affairs & Development (shown), (2) University Relations

Divided into two divisions, with university relations reporting separately to the president, the Cornell structure is particularly notable for the depth of staff and activities in development and alumni relations. More details will be found in the Alumni Relations and Development sections (pages 57 and 79) where we have included The Cornell Fund structure, which is organized into two sub-units, "Participation" and "Giving Club and Reunion," each composed of teams. The alumni relations structure accommodates a diversity of constituent-specific alumni relations functions, including separate staffs for regional and class programs.

Worth Noting: A communications unit, separate from university relations, exists under the alumni affairs and development division. Cornell has dedicated directors for its alumni programs targeted to minority groups and the admission of alumni children.



Cornell University
Alumni Affairs and Development Organizational Chart

Massachusetts Institute of Technology (Boston)

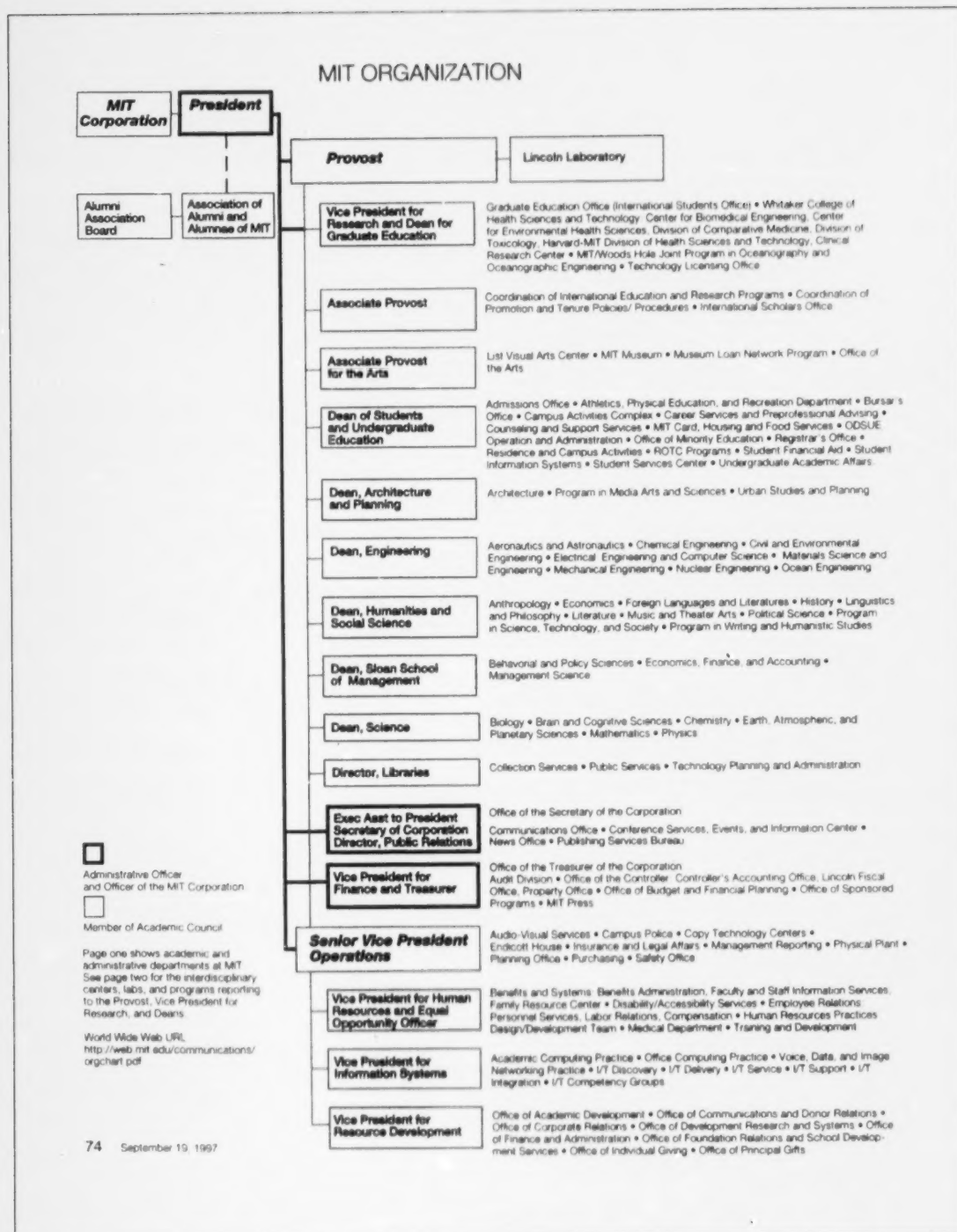


Profile: Private, Research I, 9,900 students

Division Names: (1) Resource Development, (2) Secretary of the (MIT) Corporation and Director of Public Relations (both shown)

MIT operates under an unusual structure, with uncommon names for the functions. In essence, the top administrative level below the president consists of the provost and the senior vice president who also oversees operations. The executive assistant to the president, secretary of the (MIT) corporation and director of public relations are all one person. This individual oversees communications, the news bureau, publications, events, conference services and MIT's information center. Reporting to the senior vice president is the vice president for resource development, who oversees all typical development functions.

Worth Noting: A separately incorporated Association of Alumni and Alumnae of MIT coordinates directly with the president.



74 September 19, 1997

Massachusetts Institute of Technology Organizational Chart

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MIT CENTERS, LABORATORIES, AND PROGRAMS

Provost

Center for Materials Research in Archaeology and Ethnology • Center for Advanced Educational Services • Center for Educational Computing Initiatives • MIT Professional Institute • Council on Primary and Secondary Education • Facilities Use Committee • Office of Educational Opportunity Programs

Vice President for Research and Dean for Graduate Education

Center for Materials Science and Engineering • Energy Lab • Francis Bitter Magnet Lab • Haystack Observatory • Nuclear Reactor Lab • Operations Research Center • Plasma Science and Fusion Center • Research Lab of Electronics • Sea Grant College Program • Technology and Development Program

Dean, Architecture and Planning

Center for Advanced Visual Studies • Center for Real Estate • Media Laboratory

Dean, Engineering

Artificial Intelligence Lab • Biotechnology Process Engineering Center • Center for Innovation in Product Development • Center for Technology, Policy, and Industrial Development • Center for Transportation Studies • Concourse • Industrial Performance Center • Integrated Studies Program • Lab for Computer Science • Lab for Electromagnetic and Electronic Systems • Lab for Information and Decision Systems • Lab for Manufacturing and Productivity • Leaders for Manufacturing Program • Materials Processing Center • Microsystems Technology Laboratories • Program in Environmental Education and Research • Program in Polymer Science and Technology • System Design and Management Program • Technology and Policy Program • Technology, Management and Policy Program

Dean, Humanities and Social Science

Center for International Studies • Film and Media Studies Program • Knight Science Journalism Fellows Program • Women's Studies Program

Dean, Sloan School of Management

Center for Computational Research in Economics and Management Science • Center for Coordination Science • Center for Information Systems Research • Institute for Work and Employment Research • Inventing the Organizations of the 21st Century • International Center for Research on the Management of Technology • Finance Research Center • Laboratory for Financial Engineering • Leaders for Manufacturing Program • MIT Entrepreneurship Center • Productivity from Information Technology Program • Program on the Pharmaceutical Industry • System Design and Management Program • System Dynamics Group

Dean, Science

Bates Linear Accelerator • Center for Cancer Research • Center for Learning and Memory • Center for Space Research • Experimental Study Group • Lab for Nuclear Science • Spectroscopy Lab • Wallace Observatory

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Massachusetts Institute of Technology Organizational Chart

44

Carnegie Mellon University (Pittsburgh, Pa.)



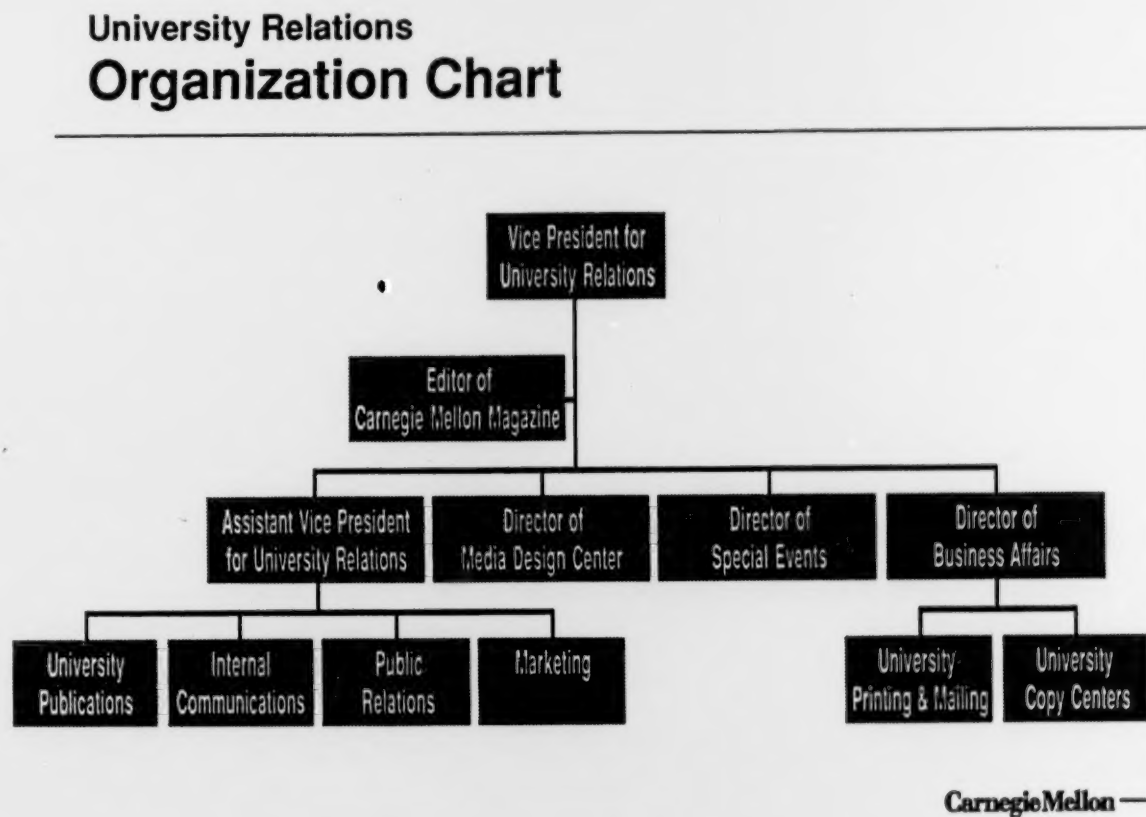
Profile: Private, Research I, 7,800 students

Division Names: (1) University Relations (shown), (2) Development

With some variations, Carnegie Mellon represents a private university with a structure similar to that in place at Michigan. The vice president for university relations sits outside the development and alumni relations reporting structure, and oversees public relations, publications, marketing, events and the alumni magazine.

Worth Noting: Given their importance in the communications pipeline and the need for close coordination, university printing, mailing and copying operations also are under university relations at Carnegie Mellon. A media design center is responsible for web site development and maintenance as well as interactive multimedia and video production.

Carnegie Mellon University
University Relations Organizational Chart



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Washington University in St. Louis (St. Louis, Mo.)



Profile: Private, Research I, 11,600 students

**Division Names: (1) Public Affairs, (2) Alumni & Development
Programs (neither shown)**

Although Washington University in St. Louis was unable to provide an organizational chart, it offers considerable detail on its mission and structure. The university has a vice chancellor for public affairs and a vice chancellor for alumni and development programs.

The mission of the public affairs operation is to "position and bring greater recognition to Washington University as a national and international leader among America's premier universities." The statement further notes that "emphasis in all communications is placed upon the high quality of learning and teaching, important scholarship and research, excellence of students and faculty, and upon the services the university provides its constituencies." Goals are:

- To help the university put its best foot forward, with emphasis on developing significantly greater national visibility as a leader among America's premier universities
- To increase the effectiveness of communications, publications, and marketing activities in building understanding of and support for the university and its work, particularly with prospective students and their parents, alumni and friends, current parents, and the general public
- To assist undergraduate admissions in its continuing effort to increase inquiries, applications, acceptances, deposits, and enrollment of new freshmen
- To handle all relations with the news media and with selected constituencies skillfully and professionally
- To focus on issues management with the leaders of the university and its trustees — particularly on critical issues facing research universities in general and

Washington University specifically

- To develop, market, and assess news and feature material in a way that ensures that its full media potential is realized and that it reaches as many university constituencies as possible
- To ensure that the university speaks with a clear and consistent voice
- To assure wise use of university resources and to avoid duplicated effort and expense

Reporting directly to the vice chancellor are:

- Associate vice chancellor and executive director, medical public affairs
- Associate vice chancellor and executive director of university communications
- Executive director of publications
- Director of special services
- Director, major events and special project
- Executive director, marketing and strategic planning
- Director, photographic services
- Executive assistant to the vice chancellor

Worth Noting: The vice chancellor has a large number of direct reports at both the director and executive director level. Associate vice chancellors for both university communications and medical public affairs report to the vice chancellor.

Bowdoin College (Brunswick, Maine)



Profile: Private, Baccalaureate I, 1,600 students

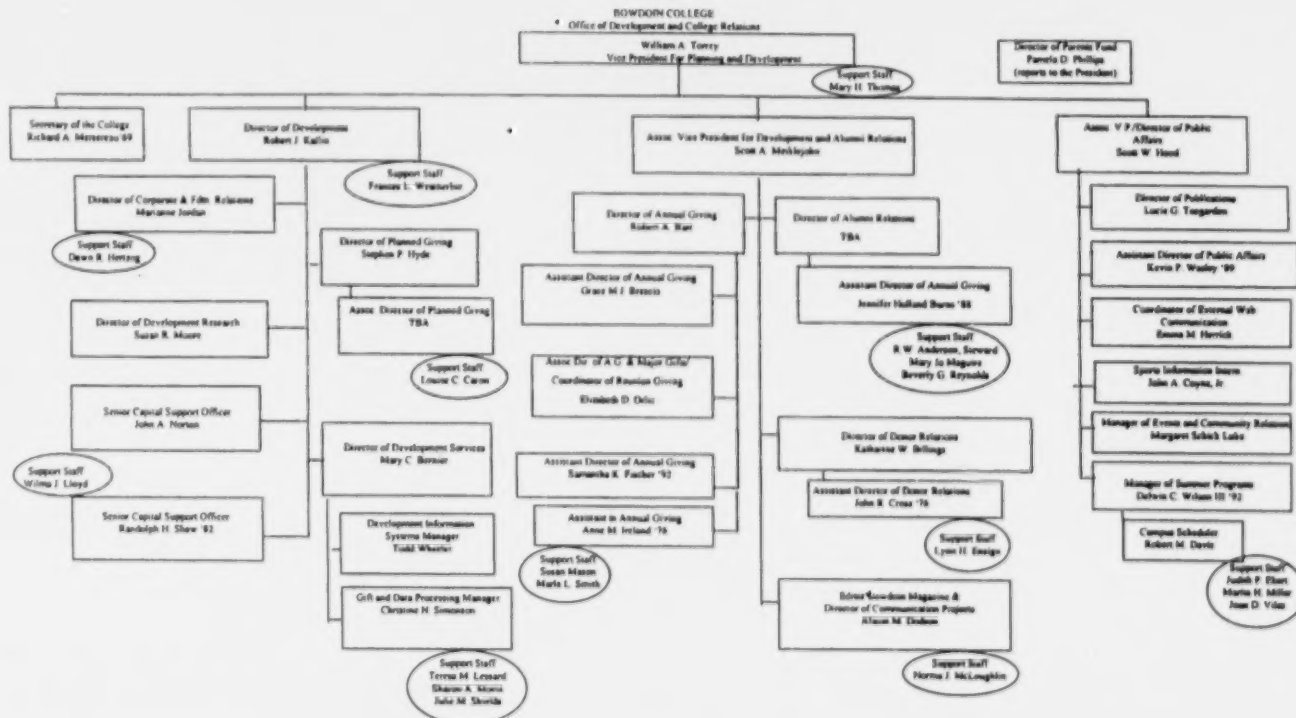
Division Name: Development and College Relations

Bowdoin, in its structure, reflects a small liberal arts college with an organization skewed toward emphasis on development, as in 1998 it was wrapping up a major fundraising campaign. The structure shown is actually a restructuring, effective July 1998, in recognition of the fact that the vice president now spends a great deal more of his time in institutional planning and general administration. Under the former structure, the vice president had six direct reports. According to the vice president, the new configuration "has the added advantage of flattening our management structure, which we hope will both speed up the decision-making process and make that process more participatory."

Worth Noting: There is a position under public affairs dedicated to "external web communication." Media relations is not shown as an assigned function under public affairs, but is primarily handled by the associate vice president/director of public affairs who heads the unit. Sports information, a major function at some schools, is handled by an intern within the public affairs office at Bowdoin.

Office of Development Organizational Chart

Bowdoin College



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Oregon State University (Corvallis)

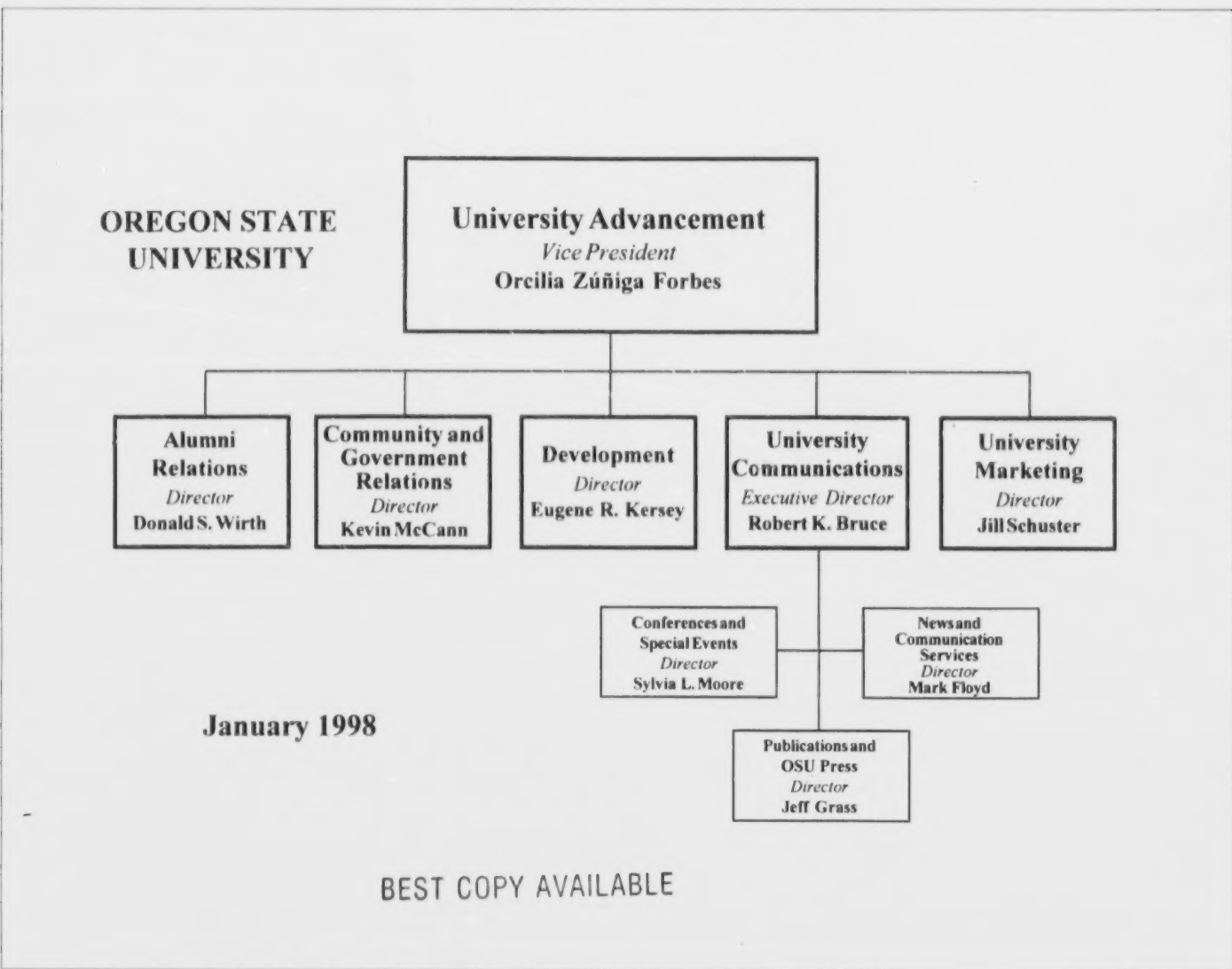


Profile: Public, Research I, 13,800 students

Division Name: University Advancement

Oregon State has recently elevated marketing to be a separate and equal unit within the university advancement division — a common trend as institutions recognize the importance of broad-based marketing efforts (an expansion beyond enrollment marketing) and wrestle with where to place this expanded function in the organizational structure. Other than the marketing function, the structure is similar to that in place at institutions with the traditional unified development/public relations/alumni relations division.

Worth Noting: The university's scholarly press is organizationally under the university communications unit. Conference services, an expansion beyond simply the coordination of special events, is also housed within university communications.



Oregon State University
University Advancement Department Organizational Chart

Pennsylvania State University (University Park)



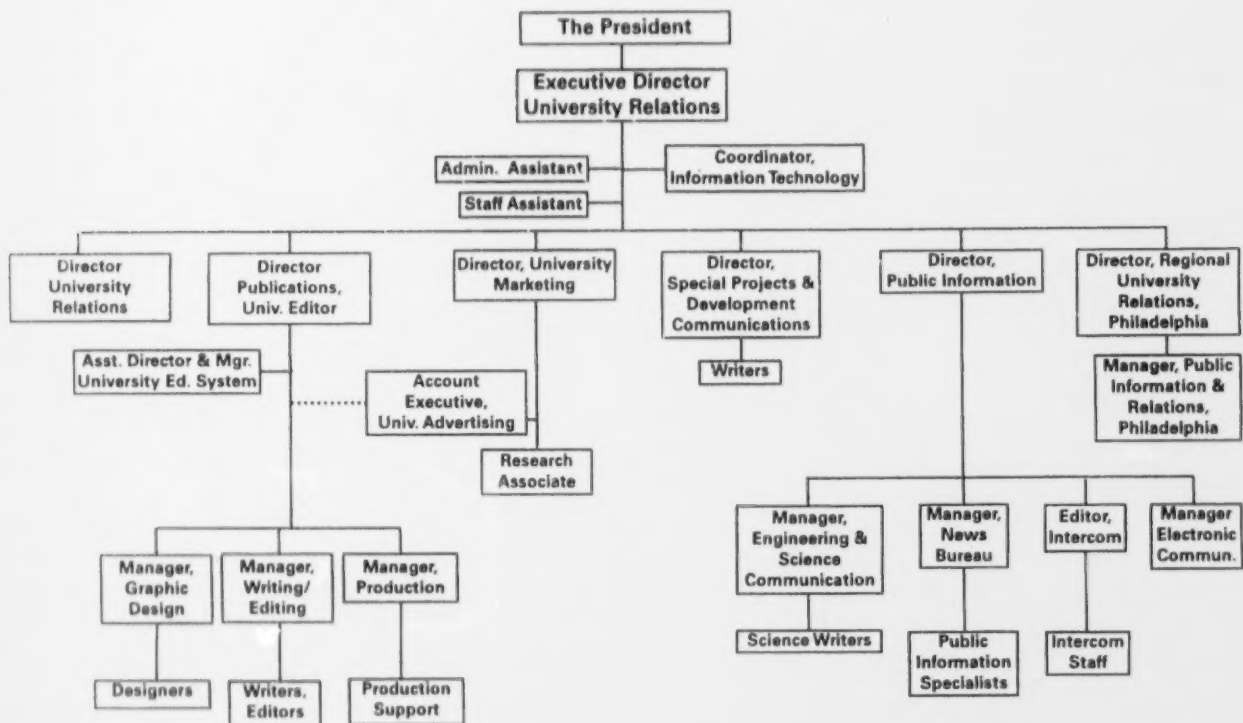
Profile: Public, Research I, 39,800 students

**Division Names: (1) University Relations (shown),
(2) Development**

Penn State incorporates marketing under the university relations division, which reports directly to the president, parallel to development. Development communications, while serving the development division, is based in university relations.

Worth Noting: A coordinator of information technology reports directly to the executive director of university relations. Note that a new "advertising/marketing research unit" has a joint reporting relationship to publications and marketing. A regional university relations director serves the Philadelphia area.

Penn State Office of University Relations



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Pennsylvania State University Office of University Relations Organizational Chart

Indiana University (Bloomington)



Profile: Public, Eight campuses (various classifications including Research I),
95,800 students

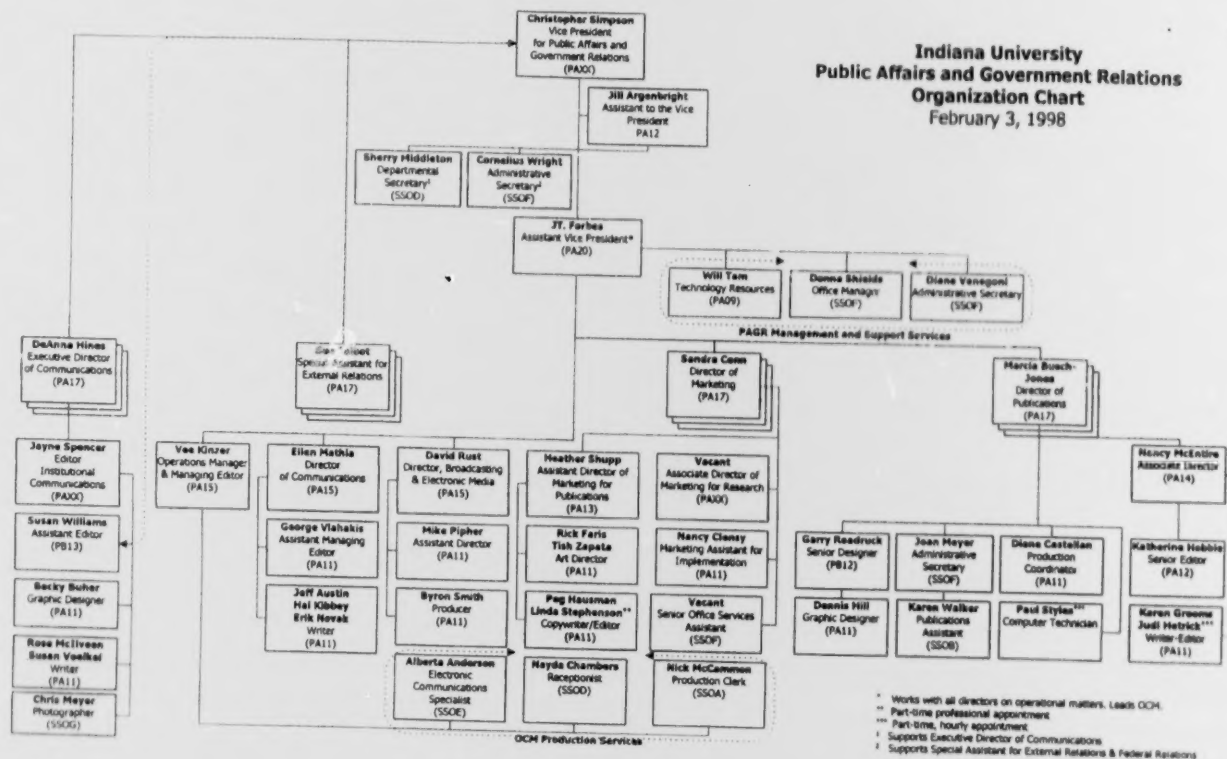
Division Name: Public Affairs and Government Relations

Indiana has been cited as a model for bringing an integrated marketing communications approach to the university public affairs function. In 1996 Indiana shifted toward this model by closing its news bureau, realigning its publications office and forming a restructured office of communications and marketing (OCM) within the division. The new organization runs more like an agency, with the assistant vice president serving as chief operating officer and the director of marketing and executive director of communications devoting their time to direct service to clients. According to the assistant vice president, "These assignments allow the organization to take a more proactive stance and to assure effective coordination of various public affairs activities toward achievement of client goals and institutional objectives."

Worth Noting: The new approach is centered on "creative services teams" made up of selected faculty and staff from a client unit, and led by OCM staff. The teams develop integrated marketing communications plans to meet the unit's objectives. For example, media relations activities might focus on the placement of stories which meet strategic needs in key geographic regions. This reconfigured office emphasizes "strategic and measurable objectives based on rigorous research as opposed to less quantifiable efforts aimed at general promotion," says the assistant vice president.

Indiana University Public Affairs and Government Relations Organizational Chart

Indiana University Public Affairs and Government Relations Organization Chart February 3, 1998



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Lawrenceville School (Lawrenceville, N.J.)



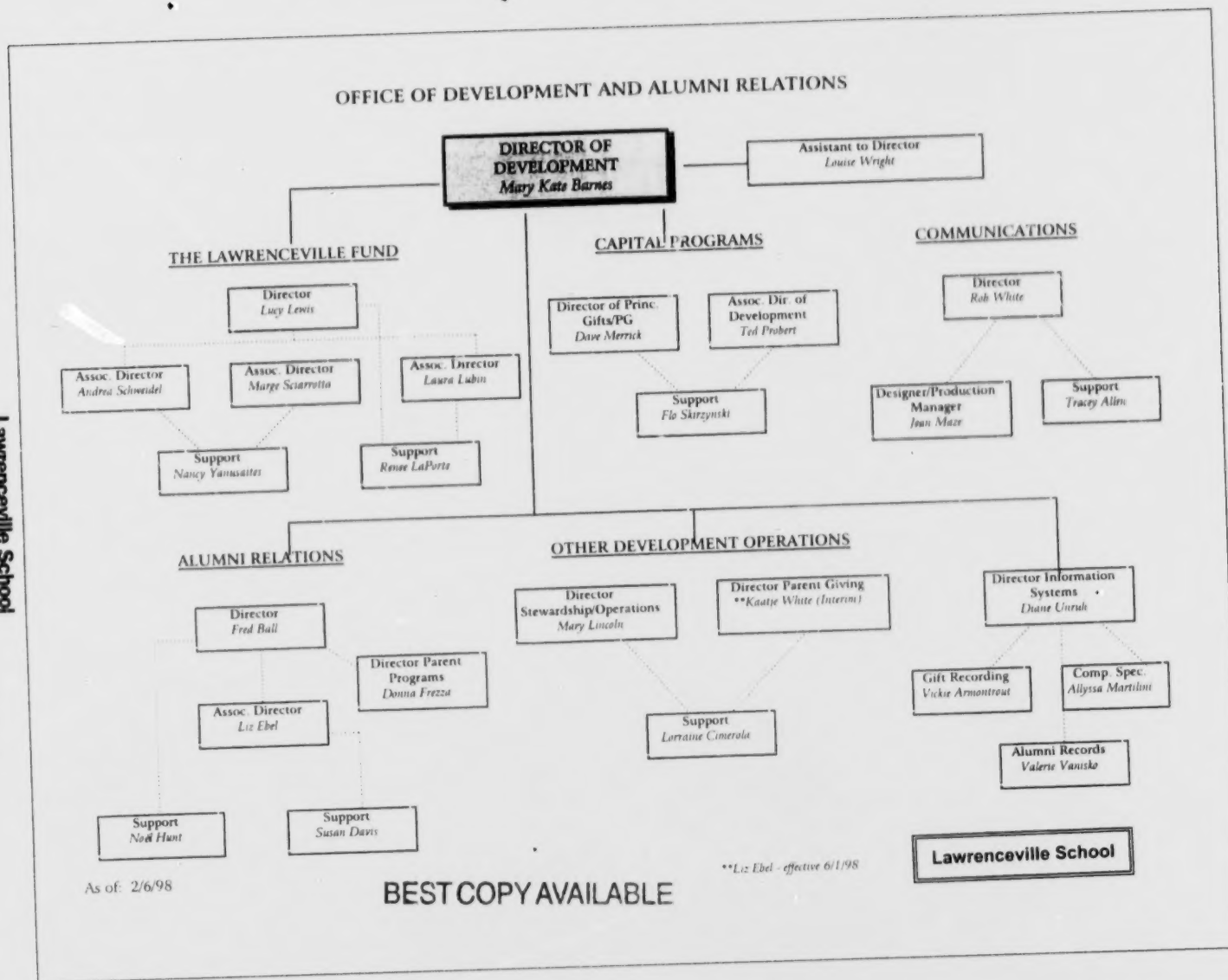
Profile: Private independent school (K-12), 750 students

Division Name: Development & Alumni Relations

Another example of an institutional advancement division heavily oriented toward development, Lawrenceville concentrates much of its staffing in support of The Lawrenceville Fund (annual fund), capital programs and alumni relations. The sub-unit of communications (public relations and publications) consists of a director, publications person and one support staff.

Worth Noting: The school has a director of parent programs under the alumni relations office, and a separate office for parent giving, in recognition of parents as an important source of revenue, as they are for many independent school development operations.

Lawrenceville School
Office of Development and Alumni Relations
Organizational Chart



Macomb Community College (Warren, Mich.)



Profile: Public community college, Associate of Arts, 26,100 students

Division Name: Marketing and Enrollment Services

Institutions that are heavily enrollment and marketing driven — especially community colleges — often place the advancement functions under enrollment management, as Macomb Community College has in this organizational example. The vice president for marketing and enrollment services, one of seven vice presidents at Macomb, oversees three major units: enrollment services, public relations and marketing.

Worth Noting: An information center, as a central source of information for prospective and current students, is staffed through public relations. The division also makes heavy use of part-time employees. Community and employer services, including events and conferences, are the responsibilities of a separate parallel vice president.

Macomb Community College
Organizational Chart

October 7, 1997

PRESIDENT'S OFFICE

Board of Trustees:

Christine Bonkowski, Chairperson
Frank DeSantis, Vice Chairperson
Nancy Jakubowski, Secretary
James M. Kelly, Treasurer
Paul W. Cousino, Trustee
Joseph DeSantis, Trustee
D. Wayne MacDonald, Trustee

Albert L. Lorenzo
President
NBU

Dorrie Danielson
Secretary to the
President
NBU

William J. MacQueen
Vice President,
Human Resources
See Page 2

Donald L. Wing
Academic Vice President
& Provost
See Page 3

Charles C. Thomas
Vice President,
Business
See Page 4

Karl J. Wagner
Vice President,
Community &
Employer Services
See Page 5

Rose B. Bellanca
Asst to the President /
Vice President,
Planning & Development
See Page 6

Norman J. Schaffmann
Vice President,
Administration
See Page 7

Linda O. Wells
Vice President,
Marketing &
Enrollment Services
See Page 8

Roger Bobar
Deputy Provost
See Page 3-1

Joseph Champagne
Dean, University Ctr
See Page 3-1

Ruf Gaurt
Dean, Academic Svcs
See Page 3-2

James Varty
Dean of Students
See page 3-2

Gus Demas
Dean, Arts & Sciences
See Page 3-3

Carol Zajac
Temp-Dean of Sci & Health
See Page 3-3

-vacant-
Dean, Career & Tech Ed
Page 3-4

Arlen Lemke
Director,
Financial Services
See Page 4-1

Richard Kokcz
Director,
Administrative Svcs
See Page 4-2

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NBU = Non Bargaining Unit
MACAP = Administrative
MCCFO = Faculty
AFSCAME 1917 = Supervisory/Technical
AFSCAME 2172 = Clerical
MCCCOA = Maintenance/Operational
POLC = Public Safety

Macomb
Community College

October 7, 1997

MARKETING & ENROLLMENT SERVICES

Linda O. Wells
Vice President, Marketing & Enrollment Services
NBU

Sharon Kowal, SC
Admin Secretary, 6
AFSC&ME 2172

Ronald Hughes
Director, Enrollment Svcs, II
MCAAP

Frank Ruggirello
Mgr, Public Relations, V
AFSC&ME 1917

Danna Petras
Director, Marketing, IV
MCAAP

-vacant-
Asst to the Dir of Enr Svcs, VI
MCAAP

Diana Eldon, SC
Admin Asst, 6 AFSC&ME 2172

Patricia Maritz, SC
Secretary, 5 AFSC&ME 2172

-vacant-, SC
Mgr, Graphics & Production Svcs, IV
AFSC&ME 1917

Lynda Bishop, SC
Admin Asst, 5 AFSC&ME 2172

P. Arnold, PT-Clerical
B J Morency, PT-Clerical

Mary Smith, SC
Sr Public Rel Coord, III
AFSC&ME 1917

Cynthia Graves, SC
Sr Recruit & Comm Spec, II
AFSC&ME 1917

Nancy Engalen, SC
Info Svcs Spvr, III
AFSC&ME 1917

Dolores Powell, PT Info Ctr
Pat Robinson, PT Info Ctr
Nancy Williams, PT, Info Ctr

Sherry Lewis, SC
Graphic Arts Spec, II
AFSC&ME 1917

Jacqueline Tessmer, SC
Graphic Arts Spec, II
AFSC&ME 1917

Pat Grabowski, PT Typographer
Janet Haraburda, PT Graphic Artist

Lynn Kahn, PT Graphic Artist
Linda Simeonova, PT Graphic Artist

Tanya Wilson-Brookins, PT Graphic Artist
Gordon Hunter, PT Graphic Artist

Mike Lavigne, PT Photographic Tech
Evan David, SC

Mgr, Recruitment & Spec Proj, V
AFSC&ME 1917

Susan Blinda, PT

Diane Bogdanaki, PT-Clerical

Alan Jett, PT Recruiter

Shelley Rodriguez, PT Recruiter

Paulette DeForest, PT

Patricia Grabowski, PT

Dolores Powell, PT

Janet Rich, PT

Patricia Robinson, PT

Nancy Williams, PT

Kathy Melec, SC
Mgr, Student Enr Sys, V
AFSC&ME 1917

Kathy Bohr, SC
Asst Mgr, Student Enr Sys, IV
AFSC&ME 1917

Maurine Andrews, SC
Clerk, 4 AFSC&ME 2172

Held Clemente, SC
Clerk, 4 AFSC&ME 2172

Virginia DenDooven, SC
Clerk, 4 AFSC&ME 2172

Sandy Evans, SC
Clerk, 4 AFSC&ME 2172

Patricia Gawne, SC
Clerk, 4 AFSC&ME 2172

Janina Kuban, SC
Clerk, 4 AFSC&ME 2172

Teri Korte, SC
Clerk, 4 AFSC&ME 2172

Marjorie Paul, SC
Clerk, 4 AFSC&ME 2172

Lois Schmelzer, SC
Clerk, 4 AFSC&ME 2172

Marion Steinbrecher, SC
Clerk, 4 AFSC&ME 2172

Part-Time Clerical:

M J Collica J Kurpinski

S Mihalic P Perry

R Skelly H Stefanski

J Trombley E Waltz

Paulette Condit-Bryant, CC
Mgr, Student Enr Sys, V
AFSC&ME 1917

Arlene Novak, CC
Asst Mgr, Student Enr Sys, IV
AFSC&ME 1917

Bonnie Prelop, CC
Admin Asst, 5
AFSC&ME 2172

Phyllis Troppens, CC
Clerk, 4 AFSC&ME 2172

Dolores Piel, CC
Clerk, 4 AFSC&ME 2172

Sandra Plantera, CC
Clerk, 4 AFSC&ME 2172

Vivian Spivey, CC
Clerk, 4 AFSC&ME 2172

Part-Time Clerical:

K. Barr

K Beaulieu

GI Overman

M Peters

S Walker

Richard Stevens, SC
Coord, Adms & Assessmt, III
AFSC&ME 1917

Rose Kahn, SC
Clerk, 3
AFSC&ME 2172

Part-Time Technicians:

E Borowy

J Habicht

L Morgan

Z Parikh

S Smigell

J Thompson

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Macomb
Community College

Macomb Community College Organizational Chart

Montgomery College (Rockville, Md.)



Profile: Public community college, Associate of Arts, 20,100 credit and 15,000 non-credit students (total, three locations)

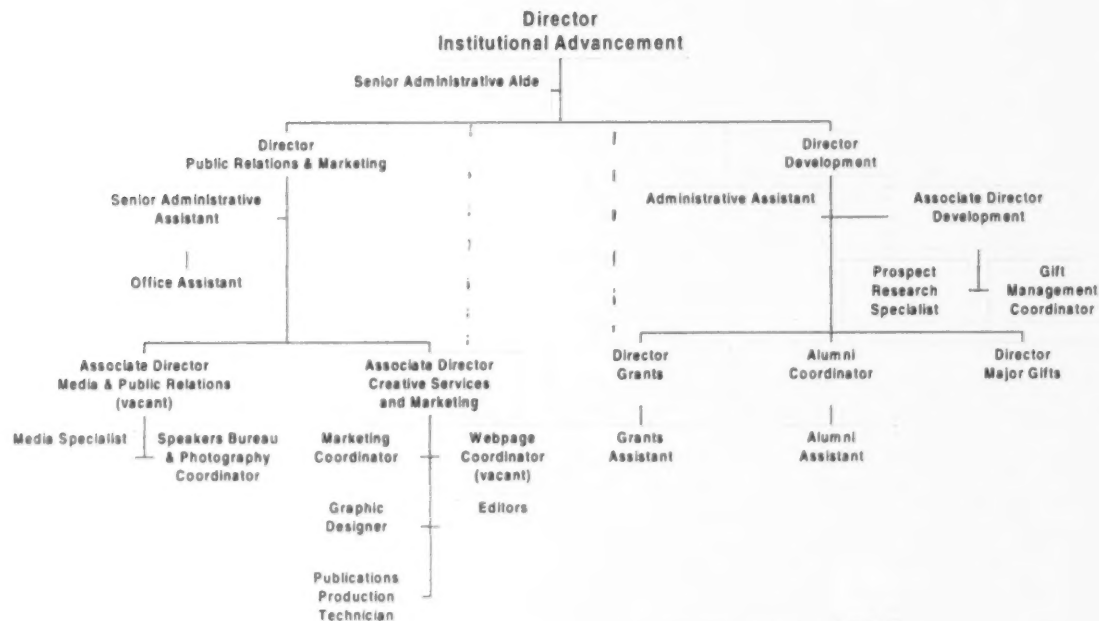
Division Name: Institutional Advancement

With a comprehensive institutional advancement division that serves three campuses and the continuing education programs, Montgomery College mimics the traditional structure at most small liberal arts colleges. Major components within the division are development (alumni relations, major gifts, and grants) and public relations (media, creative services, and marketing).

Worth Noting: A creative services unit, which is part of public relations and marketing, provides print and electronic marketing communications. The grants operation, which at many four-year institutions is based separately, is part of the institutional advancement division here.

Montgomery College
Proposed Institutional Advancement Department
Organizational Chart

Proposed Institutional Advancement Organization Chart



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Organizational Structures and Sample Job Descriptions by Discipline Area

The discipline areas within advancement share both similarities, and a perhaps surprising number of dissimilarities, from one institution to another. In general, the differences represented here are the result of organization and staffing by strength and by function. A good organizational structure is one that is designed to advance institutional priorities and to achieve maximum investment in the operation's success by key campus constituencies. It is also one that takes advantage of individual strengths and avoids redundancies whenever possible. Thus, one institution may include both publications and special events within an office of public relations or public affairs, while another may have separate and equal offices for all three. The different set-ups may be dictated by volume of work, by history, by the strengths of individual staff members, and by the campus' strategic plan.

Among discipline areas included here are public relations, publications, special events, alumni relations, marketing, and development. Institutions represented are:

Boston University
Bowdoin College
Carnegie Mellon University
Cornell University
Duke University
Indiana University
Lawrenceville School
Macomb Community College

Massachusetts Institute of Technology
Oregon State University
Pennsylvania State University
Syracuse University
University of Minnesota - Duluth
University of Minnesota - Twin Cities
University of Michigan
Washington University in St. Louis

Vice President/Vice Chancellor Level



The background and strengths of the person(s) overseeing the advancement function is largely dependent on the configuration of the division(s).

Given one umbrella organization for all of the component advancement functions, the head person usually — but not always — is expected to be the institution's top fund raiser. Extensive travel demands, especially in times of a capital campaign, often mean that this leader may spend a smaller proportion of his or her time actually running the office on a day-to-day basis, and may leave those functions to a lieutenant, often an associate vice president/vice chancellor.

Frequently the institution's top fund raiser is the president. Some presidents estimate that they commit as much as 50 to 75 percent of their time to fund-raising activities inside and outside the office.

By far, the most common path in the traditional structure to become a divisional leader is through the development side of the division. Relatively few institutional advancement vice presidents emerge from alumni relations offices, and even fewer from public relations.

Those institutions with separate vice presidents for development/alumni relations and public relations/communications have the opportunity to place specialists at the head of the two parallel divisions. The development vice president is able to focus more narrowly on constituency cultivation and solicitation activities, while the separate head of public relations is likely to have strong communications and/or governmental relations expertise, depending on the needs of the institution. Essential to the success of the two-vice-president structure, however, is close cooperation and mutual respect across the two divisions.

Representative vice president job descriptions follow. We have not shown organizational charts separately in this section, given that the preceding "Overall Advancement Organizational Structures" are, in fact, the structures over which the vice presidents preside.

Oregon State University

Vice President for University Advancement

Oregon State University invites applications and nominations for the position of Vice President for University Advancement.

The Vice President has leadership, administrative, and budgetary responsibilities for an integrated, comprehensive internal and external university advancement program. This program includes: alumni relations; communication and marketing; legislative, community, and business relations; and university development. Reporting to the Vice President are the Executive Director of University Communications and Marketing, Director of Development, Director of Alumni Relations, and Director of Community and Government Relations. The Vice President also serves as the chief liaison officer with the OSU Foundation and Trustees, and with the OSU Alumni Association Board of Directors.

The Vice President reports to the President and Provost/Executive Vice President, serves as a member of the President's Cabinet and the University Development Council, and is an active participant in university budget and policy decisions.

Oregon State University is one of the nation's major public research universities, and one of only two Carnegie Research I universities in the Northwest. As Oregon's statewide university, Oregon State has Extension Service offices in every Oregon county, ten agricultural research stations throughout the state, two major marine research stations, and a center in Portland. OSU is one of the nation's few universities designated as a Land Grant, Sea Grant, and Space Grant university.

With annual operating expenditures exceeding \$340 million, Oregon State University provides nationally and internationally recognized education, research, and public service programs through twelve colleges and schools. The University's programs involve approximately 14,500 students, 2,200 faculty, 5,000 staff, and more than 45,000 volunteers.

Oregon State is located in Corvallis, an ideal university community of 43,000 citizens, between the Cascade Mountains to the east and the Pacific Ocean 50 miles to the west.

The University seeks candidates with senior level leadership and management experience and who have demonstrated:

Oregon State University

Vice President for University Relations Job Description

- success in leading and managing public relations and development programs, preferably within a university or college
- excellent communication, motivational, and leadership skill
- the ability to raise and sustain financial and organizational support
- skills to encourage and build collaborative relationships and activities among students, staff, faculty, alumni, government officials, donors, other friends of the university, and the public
- recognition of the values of a leading national university that also views the State of Oregon as its campus and has responsibilities to the people, communities, businesses, and organizations of Oregon

Review of applications will begin March 1, 1997, and will continue until the appointment is made. A bachelor's degree is required; an advanced degree is preferable. Applications, including a resume, letter of intent, and the names of five confidential referees, should be sent to:

Ruth Loomis
Ast/Bryant
2716 Ocean Park Bl., #3001
Santa Monica CA 90405

Telephone: 310/314-2424
Fax: 310/399-5774

Oregon State University is an Affirmative Action/Equal Opportunity employer, and has a policy of being responsive to dual career couples.

Oregon State University
Vice President for University Relations Job Description

Bowdoin College

VICE PRESIDENT FOR DEVELOPMENT & COLLEGE RELATIONS

The Vice President for Development and College Relations reports to the President and is a Senior Officer of the College. The Vice President is broadly responsible for those programs relating to fund-raising, alumni affairs, public relations and communications, events and summer programs. The following individuals report directly to the Vice President: Director of Alumni Relations, Director of Annual Giving, Director of Capital Support, Associate Vice President/Director of Communications and Public Affairs, Director of Development Services, and the Secretary of the College.

The Vice President, in concert with the President and the Board of Trustees, is expected to engage in strategic discussions and develop programs to strengthen the financial resources of the College and to devise effective methods to communicate with the external constituencies of the college community. It is the Vice President's responsibility to act as a conduit for community concerns and to convey the strength and vitality of the academic experience at Bowdoin to those external to the campus.

The Vice President serves as the staff liaison to the Development and College Relations Committee of the Board of Trustees and also serves as the joint staff liaison (with the Executive Assistant to the President and Trustees) to the Trustee Affairs Committee of the Trustees. The Vice President is a member of the Executive Committee of the Alumni Council and is the link between the Alumni Council, the Fund Directors, and the senior administration of the College.

The Vice President is expected to play a key role in institutional planning that integrates educational, fiscal, and development goals. In that capacity, the Vice President serves as a member of the Strategic Planning Task Force and attends meetings of the Board of Trustees and the Trustee Executive Committee. The Vice President is also expected to attend regular meetings of the Trustee Committees on Financial Planning and Investments.

In addition to the oversight of ongoing annual and capital fundraising at the College, the Vice President serves as the principal architect of major capital campaigns for the institution and advises the President and the Trustees on the planning and execution of such efforts.

The Vice President is expected to attend monthly meetings of the Faculty and to have an extensive understanding of academic departments and their strengths and needs. As such, the Vice President interacts frequently with the Dean for Academic Affairs in planning and initiating programs designed to support academic priorities. The Vice President also interacts frequently with the Vice President for Finance and Administration and Treasurer and other senior officers in both understanding institutional needs and serving as an articulate and effective spokesperson for the institution in the marketing of such needs.

April 29, 1997

Bowdoin College

Vice President for Development and College Relations Job Description

Alumni Relations

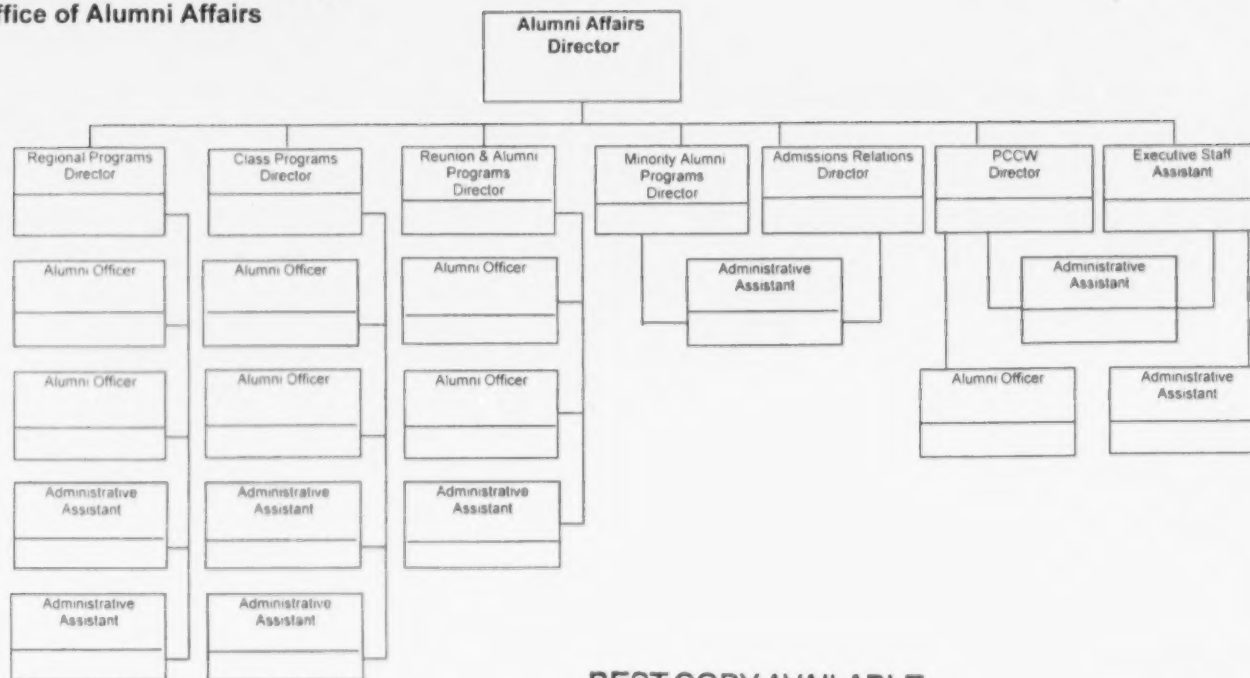


Today's alumni office must recognize and serve the needs of a highly diverse group, ranging from retirees to young professionals. The challenge is to strengthen the bonds between the varying audiences and an alma mater that must evolve to meet the needs of a changing society. To accomplish this goal, many alumni relations offices have adopted such marketing tools as qualitative and quantitative research.

The increased demands for alumni involvement to boost annual fund participation and to supply the prospects for capital campaigns has meant a much closer connection to the development side of the institutional advancement house. Meanwhile, the traditional social activities still must be planned and executed, but with greater innovation and creativity if they are to attract busy alumni.

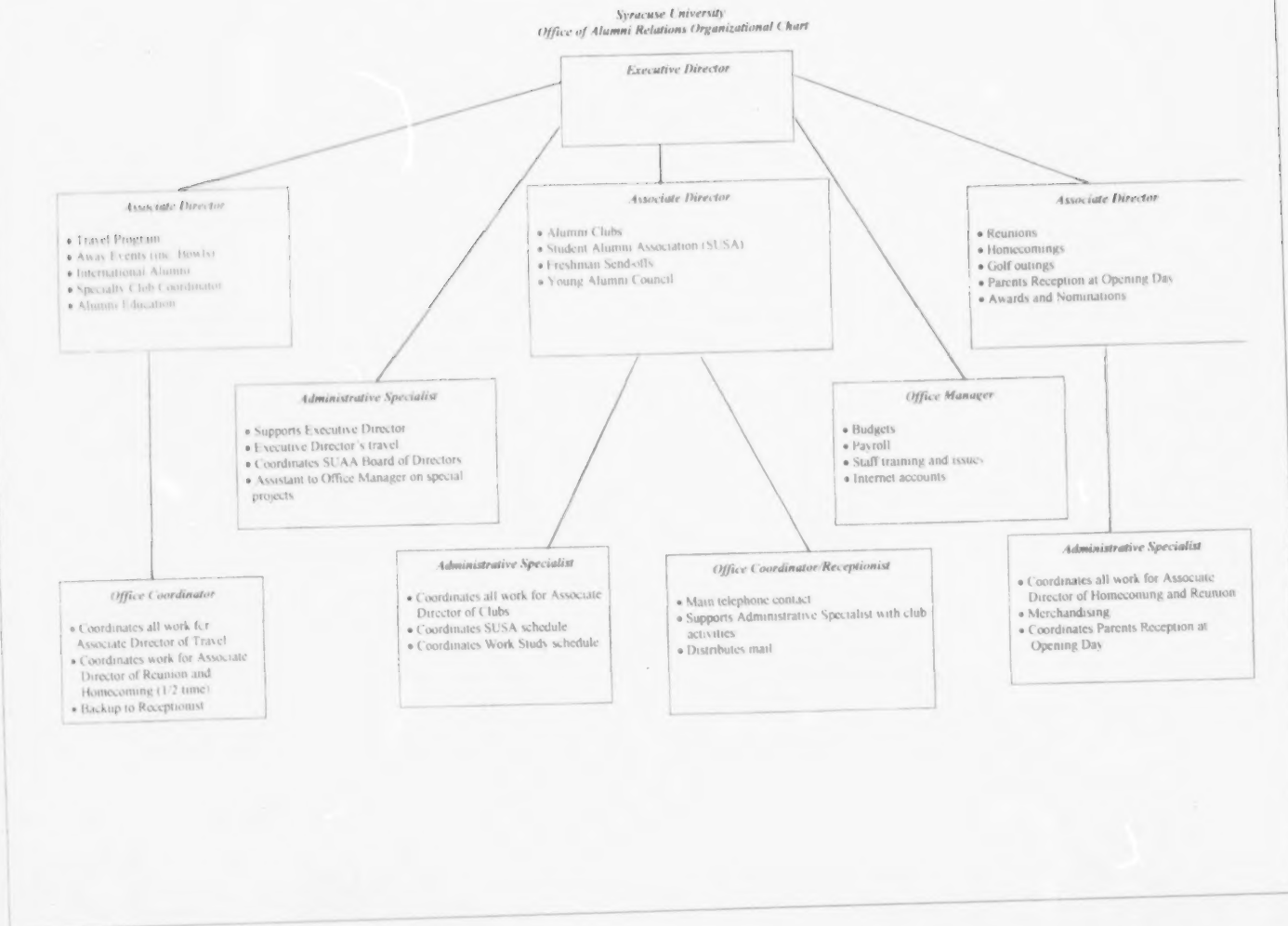
Cornell University
Office of Alumni Affairs Organizational Chart

Cornell University
Office of Alumni Affairs



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Syracuse University
Office of Alumni Relations Organizational Chart



MONTGOMERY COLLEGE
JOB INFORMATION QUESTIONNAIRE

PLEASE READ INSTRUCTIONS BEFORE COMPLETING THE QUESTIONNAIRE.

EMPLOYEE SECTION: Items 1 through 13 are to be completed by the employee or by a group of employees holding the same job.

1. IDENTIFYING INFORMATION	Pos No: 3183
Name: Jessica L. Warnick	Department: Institutional Advancement
Official title: Alumni Relations Specialist	Division/section/unit: Alumni Relations
Working title if different: Coordinator of Alumni Affairs	Work address: Mannakee Campus/location: G ☒ M ☐ R ☐ TP
How long have you held this position? 2 Years	Work phone: (301) 251-7951
Do you regularly work-- Full-time ☒ Part-time ☐ Days? Yes ☒ Evening shift? Yes ☐ Do you job share? Yes ☐ Night shift? Yes ☐	Regular work hours From: 7:50 a.m. To: 4:20 p.m. Official length of meal period: 1/2 hour
Name of immediate supervisor: Sarah Maehan	Title: Director of Institutional Advancement
Others to whom you report or from whom you receive assignments Name Montgomery College Alumni Board of Governors Kayran Moore	Title 22 Board Members 50th Anniversary Director

2. JOB SUMMARY Describe the main purpose of your job in one or two sentences.

This position conceives, directs, guides, and oversees implementation of all alumni relations programs, the Alumni Association and the Alumni Board of Governors; directs the Alumni Association involvement in annual giving and other fund-raising campaigns; assures effective management and integration of alumni board activities and undertakings with other College boards including the College Board of Trustees; directs and carries out communication with the alumni, and is solely responsible for the involvement and development of alumni in supporting Montgomery College through financial, legislative, and marketing support. Develops and initiates strategies to sustain and strengthen the linkages between Montgomery College students, employees, and alumni. Develops and recommends marketing strategies for student recruitment. Serves as project manager for the production of all alumni publications and materials.

Editors Note: This highly detailed account of the alumni relations function at a community college was completed in 1994; the position has since evolved to include additional responsibilities. Portions of the form have been omitted because of space considerations.

Prepared for Montgomery College by HR Systems Group, 1994

Montgomery College
Alumni Affairs Coordinator Job Information

3. JOB DUTIES: List and number your duties in the space below. Group related duties into a single sentence or paragraph. Attach additional sheets if needed. Indicate the amount of time you spend on each duty as a percent of your normal work schedule. When added together, the percentages for **REGULAR** and **OCCASIONAL** should add up to 100%.

REGULAR DUTIES: List duties you perform daily, weekly or monthly.

% OF TIME	DUTY NUMBER
--------------	----------------

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Montgomery College

Alumni Affairs Coordinator Job Information

15	1.	Investigates, organizes, and coordinates alumni activities for all three campuses. Recommends, plans, and implements special events of an alumni and/or fundraising nature as well as Collegewide special events, receptions that elevate the image of the College and introduce alumni, business and corporate leaders, public officials, and other community members of the campuses, to the president, the Board of Trustees, the Montgomery College Foundation, and College senior staff. Serves as Montgomery College liaison to the College and the Alumni Board.
5	2.	Informs the President and College Board of the Alumni Association activities and conveys College promises to the Alumni Board of Governors.
15	3.	Develops workshops, programs, lectures, and other activities of interest to students, alumni, and the College community.
5	4.	Responsible for Alumni Association membership drives. Identifies, recruits, and directs activities of volunteers.
5	5.	Develops and implements strategies to involve former and current students in activities designed to elevate the importance and contributions of a strong Alumni Association among current students.
5	6.	Assists in management of annual fund and phonathon and coordinates alumni involvement in College fundraising efforts by recruiting volunteers, identifying donor prospects, recommending giving levels and donor strategies, and conceptualizing donor solicitation materials.
8	7.	Directs and carries out regular and consistent communications with graduates, former student donors, and friends of the College, including the alumni newsletter three times a year and packet of information to recent graduates.
5	8.	Answers phone inquiries and letters from former students in a positive and timely manner.
5	9.	Attends functions and meetings representing the Alumni Association and/or College both during and outside normal working hours.
10	10.	Decides content, writes copy, and directs the production including proofreading, shepherding through the publications area, selecting photographs, may recommend art work, layout, color and paper selection for various alumni-related publications including AlumNotes, phonathon materials, invitations, flyers, programs, displays and mementos. Frequently creates and designs publication/display materials such as flyers, invitations, brochures, and posters independently instead of shepherding through the publications area. Ensures quality control throughout the process.
5	11.	Writes, edits, arranges for photography, as necessary, proofreads, and approves final camera-ready art for printing.
5	12.	Investigates and creates methods for building and maintaining comprehensive alumni and donor records to increase the alumni database.
2	13.	Works closely with the Development Office to plan activities for the College's 50th Anniversary.
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Montgomery College
Alumni Affairs Coordinator Job Information

OCCASIONAL DUTIES: List duties you perform occasionally such as special projects or work performed at certain times of the year (e.g., bi-monthly, quarterly or annually).

% OF TIME	DUTY NUMBER	
3	1.	Proofreads high-visibility publications before going to the printer
1	2.	Speaks with media regarding alumni activities.
2	3	Recruits students and coordinates alumni volunteers for student recruitment at the County Fair and other College events and fundraising activities.
2	4.	Investigates and solicits donations of services or goods to support the College, i.e., catering for functions, printing, addressing and labeling, mailing, door prizes to be given at events, etc.
2	5.	Responsible for Alumni Board of Governors election each year including writing and preparing copy for ballots to be mailed to all Alumni Association members (600 currently) for voting.
1	6.	Identifies and decides what cohesive group of former students would best be served by creating a subchapter of the Alumni Association.
TTL 100%		

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Montgomery College
Alumni Affairs Coordinator Job Information

4. COMMUNICATION Describe your communication with others.		
What Is Communicated?	To Whom?	Oral or Written?

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Montgomery College
Alumni Affairs Coordinator Job Information

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Solicits volunteers to work with the Alumni Association in a broad range of activities, i.e., student recruitment, fundraising, dental support, legislative advocates, ect.	Alumni Board Members, former students, college employees, donors, and community members.	both
Promotion of all alumni events via invitations, flyers, newsletters, phone calls, e-mail, and press releases.	Board of Trustees, Alumni Board members, College employees.	written
Approves minutes written by Alumni Secretary for accuracy and disseminates with appropriate materials.	Alumni Board of Governors	written
Informs College administration of Alumni projects and progress.	College administration particularly Director of Institutional Advancement.	both
Investigates linkages with various departments at the college to combine and strengthen efforts, i.e., workshops cooperatively offered with academic areas, projects in conjunction with student activities offices on all three campuses, mental health career information seminar co-hosted with the Takoma Park Career Center, and commencement involvement on all three campuses.	Various departments on all three campuses, i.e., English, Student Activities, Provost, Career Centers, etc.	both
Informs prospective graduates at commencement rehearsal and sends recent graduates information regarding the Alumni Association and its benefits.	Graduates at all three campuses and Apprenticeship	both
Constant daily communication regarding policies, activities, event, projects, ideas, etc.	External groups, faculty, deans/directors, alumni, administration, alumni board	both
Correspondence and proposal to influence understanding of roles and responsibilities to involve students before they leave MC.	Campus and Continuing Education Provosts	both
Correspondence and proposals to persuade and influence alumni to become members, attend events, assist in legislative support activities, contribute money, and donate their time and talents to MC.	Alumni and community businesses	both
Articles for alumni newsletter.	Alumni, MC employees, donors, and friends of the College.	written
Annual fund solicitations and supporting materials.	Alumni, MC employees, donors, and friends of the College.	written

Montgomery College Alumni Affairs Coordinator Job Information

5. DECISION MAKING/COMPLEXITY Describe the **DECISIONS** you make in your job.

How and to what extent the Alumni Association is involved in College/community activities and which activities are appropriate for MC Alumni keeping in mind the mission of the college and resources available.

How to convince College provosts, deans, directors and faculty to take a personal interest in strength of the Alumni Association as a future funding source.

Identify alumni to serve on the Alumni Board of Governors and recommend officers to the nomination committee.

Fundraising activities--the best method of promotion, delivery, pricing, i.e., Silent Auction, video tape sales, instant diploma framing, president for a day, etc.

Strategies to maintain momentum of Alumni Association and to achieve fundraising and public relations objectives.

The contents and methods of dissemination of alumni publications.

Select College employees and alumni involved in planning alumni events.

Select recipients of the two Alumni Scholarships each year.

Develop mechanisms to increase alumni visibility among students, i.e., avenues for alumni involvement in commencement exercises on all three campuses. (see attached memo to Provosts) Co-sponsor events with student organizations.

Investigate and decide benefits to offer Alumni Association members.

All event planning decisions, i.e., date and time, location, audience, refreshments, program contents, decorations, and purpose of event and how it cultivates alumni for future college support.

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Montgomery College
Alumni Affairs Coordinator Job Information

What **INFORMATION** or **DATA** do you consider when making decisions? Where do you obtain the **INFORMATION** or **DATA**?

Information considered for decisions include articles in trade journals, networking with members of state professional organizations, and needs expressed by the alumni, employees, and/or college the community, i.e., last year during the phonathon, I spoke with many alumni who were unemployed. As a result of the information gathered, I recommended that the Alumni Association sponsor a career information/job fair. I contacted career technicians at all three campuses, the Job Opportunity Bureau, Cooperative Education, Continuing Education, and Employment Services to joint sponsor a Collegewide event to serve students, alumni, and the College community. This continues to be successful.

Past performance and successes will be considered in repeating an event or program. Past experiences are always helpful to refine processes. For the first time, the Alumni Association co-sponsored a silent auction with the Rockville Chamber of Commerce, previous experiences by the Chamber influenced the decision-making process for this year's event, i.e., promotion, pricing of tickets, location, catering, organization, etc.

Polling other colleges for statistical information regarding specific activities. This year the Alumni Association will sell and provide instant framing at graduation. This idea was introduced at a professional meeting. Before starting the project, I called area colleges for statistical and operational information about their framing program. This information was used to identify the number of frames to order based on the number of graduates, how many of each color to offer, pricing, the process of framing, projection of income from event, promotional efforts, and staffing the tables for smooth operation. Networking with other college professionals provides a wealth of information to sift and incorporate into sound decisions suitable for MC Alumni.

Previous involvement and experiences and statistics influence decision making.

Common sense and treating others as you would be treated are helpful when making decisions.

Assessment data of Montgomery College Alumni.

College priorities and goals, College budget priorities, and unit long-range goals.

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Montgomery College
Alumni Affairs Coordinator Job Information

6. IMPACT ON STUDENT SUCCESS Describe how your work impacts the **SUCCESS** of students at the College.

The Alumni Association awards two scholarships each year; one to the son of an alumna/us and one to the daughter of an alumna/us. The Association's fundraising activities fund these scholarships, as well as, fulfill a substantial financial commitment to the MC Foundation General Endowment Fund which funds student scholarships, supplements equipment purchases, and faculty enrichment—all impact student success. Without these initiatives, students would have a difficult time focusing on their studies while preoccupied with meeting financial obligations.

The Alumni Association provides programs to students to increase their knowledge through a variety of activities, i.e., career/information job fair, informational workshops, "President for a Day" opportunity, and publications to enhance their collegiate awareness and experiences.

The Alumni Association also provides opportunities for students to network with former students in many curricula by co-hosting career seminars. This year a Mental Health Career Seminar will be held specifically designed for students to interact with former students in their field to get an idea of the variety of careers in Mental Health and talk one-on-one with alumni about their chosen profession. At one time there was a Mental Health subchapter of the Alumni Association, the mental health student club came to me asking for opportunities to network with graduates in this program.

The Alumni Association makes direct impact on student success by letting students know the College cares about them long after they leave here as students.

Alumni impact student success by volunteering as mentors and tutors, by helping students find jobs in their fields, and by talking with students about career and job opportunities within various fields.

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Montgomery College
Alumni Affairs Coordinator Job Information

7. KNOWLEDGE AND SKILL Describe the knowledge, abilities and skills a person should have to do your job.

Strong writing skills to edit incoming monthly board minutes written by Secretary of the Alumni Board of Governors. Writing and editing skills to write articles and produce the alumni newsletter.

Organizing, coordinating, and managing a multitude of activities during the same time span.

The art of diplomacy and strong interpersonal communication skills for interaction with College faculty, staff, and administrators, students, former students, or community members.

Knowledge of computer systems relating to donor and alumni record management.

Academic protocol particularly when hosting events that include county and state officials.

Word processing and desktop publishing to prepare copy for publication and display.

Operating a still camera to create materials for displays or publications.

Leadership, organizational, and planning skills essential.

Fundraising strategies and human behavior knowledge.

Managing volunteers and donors and supervising staff and students.

Identify and cultivate former students for possible support in the future.

Marketing and marketing segmentation.

Knowledge of entire publications process including writing, editing, proofreading, typesetting, design, printing process, addressing, and mailing procedures.

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Montgomery College
Alumni Affairs Coordinator Job Information

What part of your job takes the **MOST SKILL** or **KNOWLEDGE**?

Communication with a myriad of people. Whether it be the Alumni Board, the 17,000 alumni, faculty, staff, and administrators when coordinating and arranging alumni events. Working out all the details to host a successful event. A complete understanding of the operational structure of the College. How each group within the College operates and who to contact for the best response. Communication with volunteers is challenging as each one has their own agenda. The object is to channel their positive feelings toward the College in an area that matches their skill and expertise.

Management of the Alumni Governing Board, ensuring College needs are met as well as members of the Board. Direct their activities in line with the College vision.

Conceive, organize, and implement alumni programs to benefit alumni and the College.

Convincing alumni, faculty, staff, students, and administrators to volunteer and/or make financial donations.

What kind and how much **EDUCATION, TRAINING** and **EXPERIENCE** is needed to do your job?

Minimum - Bachelor's degree in communication, management, or other related field.

Experience with working with volunteers and a board of directors.

Familiar with nonprofit environment and knowledge of community college issues.

Supervisory experience.

Thorough understanding of publication production.

List any **EQUIPMENT, INSTRUMENTS, TOOLS, MACHINES, VEHICLES** that you use in your work and give the hours per day, week or month that each is used.

Equipment	Amt of Time Per Day/Wk/Mo	Equipment	Amt of Time Per Day/Wk/Mo
Computer - WordPerfect; Hewlett-Packard Student Information System—Dart Program (Alumni Database)	2 hrs. per week		
Pagemaker - desktop publishing, Wang - e-mail access, Laser Printer	4 hrs. per month		
Graphic Design tools - knife, burnisher, waler, T-square, 35mm camera, Stat camera	2 hrs. per month		
Copying Machine	2 hrs. per month		

Montgomery College
Alumni Affairs Coordinator Job Information

Which of the above requires the **MOST SKILL**?

Pagemaker and desktop publishing and design

The Alumni Database—it is the most difficult to understand and maintain (it may be due to the type of system)

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Montgomery College
Alumni Affairs Coordinator Job Information

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8. LEADERSHIP List the **NAMES** and **TITLES** of persons you lead or supervise. Include employees, students and volunteers. Indicate if your lead or supervision is **regular** or **intermittent** (e.g., on a project basis).

Name	Title	Regular	Intermittent
Denise Stutzman	Office Assistant III	X	
Vee Vaughn	Alumni Board of Governor Volunteer	X	
Alumni Volunteers	Individual and Alumni Board Members		X
Student Assistants (when working on an alumni project)			X

How much **TIME** do you spend on leading or supervising others? 20%

Describe your responsibility for **PLANNING**. Do you plan your own work? Do you develop **DAILY OR WEEKLY** plans for work of others or for a unit? Do you develop **SHORT TERM** plans (less than six months), **LONG TERM** plans (more than six months)?

Yes, I plan my own work. I also recommend long and short term goals to the Executive Branch of the Alumni Association to discuss with the Governing Board. I plan all the Alumni Association's participation in events, activities they host, and all other projects in which the Association is involved. I create agenda's for the monthly meetings with input from the President of the Alumni Association. I plan alumni-related work for the half-time clerical support staff who is also shared half-time with the Publication Relations component of the office.

Describe your responsibility for **TRAINING**. Do you orient new members of the unit to their jobs? Do you train new members? Do you determine training needs? Develop or present training programs? Approve training?

I train the Office Assistant III who supports the Alumni function. Approve and encourage that employee to seek professional development. Train current and former student volunteers for a variety of purposes, including data entry in the alumni system, working at the Outstanding Alumni Award Dinner, and to staff the county fair booth. I will conduct a training session for all volunteers prior to commencement to insure a smooth and efficient procedure for instant framing and sales.

How much **TIME** do you spend on training? 8%

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Montgomery College
Alumni Affairs Coordinator Job Information

9. RESOURCES Describe your responsibility for the efficient and economical use of **FINANCIAL, INFORMATIONAL** or **PHYSICAL** resources.

Financial: Do you collect and safeguard cash, recommend or approve expenditures, prepare and administer budgets? Please explain.

Yes, I collect and safeguard cash and other valuables. The Alumni Association frequently conducts fundraising activities generating checks and cash. I collect the funds and submit to our Alumni Association Treasurer or I deposit the funds into the Alumni Association checking account. Frequently, Alumni Board Members will make donations toward a specific fundraiser directly to me. The Association hosts a silent auction each year and members solicit the business community for donations of goods and/or services. These valuable items are stored in my office awaiting the silent auction, sometimes, up to five months. In addition to the checking account, the Alumni Board has a program support account as part of the College's Foundation. I recommend expenditures from this account in addition to providing deposits. The Foundation has also allocated funds for refreshments in which I monitor closely.

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Montgomery College
Alumni Affairs Coordinator Job Information

Informational Resources: Do you process, control the use of, ensure the accuracy of, or safeguard data or information? Please explain:

Manage the alumni database which also serves as the donor database for the Foundation Office.

Investigate alumni tracking methods to increase the number of former students on alumni database by identifying students who attended Montgomery College, and who are not currently on the database via newspaper articles, phone calls, transcript requests, information provided by faculty or other alumni.

Physical Resources: Do you clean, operate, maintain, repair, construct, or safeguard equipment or facilities, or store supplies? Please explain:

I store all supplies and materials the Alumni Association requires including diploma frames, donated gifts for silent auction, decorations, brochures, displays and other materials to support alumni events.

10. TIMELINESS AND ACCURACY

If your work is subject to **DEADLINES**, describe the deadlines you must meet and indicate how often they occur. Indicate if the deadlines are mandated by law or a similar requirement.

How Often?

The majority of my work is deadline-driven. From conception of alumni activities to organizing facilities, arranging speakers, refreshments, writing promotional materials, shepherding it through the publication process or creating it myself, dissemination to ensure efficient time for constituents to respond before the event--all of which are time sensitive. Many events may be in the planning stages at any given time. Sometimes the dates are already set i.e., graduation on all three campuses and the Apprenticeship graduation.

75%

Most publications have time-sensitive information and are deadline driven.

20%

Other promotional communications i.e., providing the media unit information regarding press releases, phone calls, information in internal newsletter, broadcasts, etc., for events are always deadline-driven whether it is for promoting the event or program and other materials necessary for the event. (See attached Outstanding Alumni Award materials)

5%

Securing volunteers to represent the College at various functions and allowing adequate time for training.

If your work is subject to special **ACCURACY REQUIREMENTS**, describe the requirements you must meet and indicate how often they apply:

How Often?

Anything the Alumni Association publishes for the public needs to be accurate. Also the accuracy of the information stored on the alumni database. Reports conveyed to the Alumni Association regarding College policy and procedures need to be accurate.

80%

Montgomery College Alumni Affairs Coordinator Job Information

13. SIGNATURE AND ADDITIONAL COMMENTS Use this space to add to any of the items in the questionnaire and for additional comments. Attach additional sheets if necessary.

The Alumni Coordinator/Director's position continues to evolve as new interests and opportunities are generated. Although the main purpose of this position is to oversee the Alumni operation, a large portion is cultivating alumni by providing them services, benefits, avenues to connect with the College, and creating a mutually beneficial relationship. It also paves the way for Development to effectively step in a secure financial donations and other support for the College.

Alumni are nearly as important to the College as are students. MC's former students support the College financially, promote our programs and quality educational services, serve as legislative advocates, and increase the awareness of its importance to the community.

Keeping all this in mind, the Alumni position should not become stagnant. It should continue to be refined and improve the outreach to alumni and the support it provides to the College.

It is anticipated that with the upcoming 50th Anniversary, the alumni will play a greater role in developing activities.

CERTIFICATION

I certify that my responses to this questionnaire are, to the best of my knowledge, accurate and complete.

EMPLOYEE SIGNATURE: *James T. Turner*

DATE: *April 27, 1994*

AFTER YOU HAVE COMPLETED ITEMS 1 - 13, GIVE THIS QUESTIONNAIRE TO YOUR SUPERVISOR.

YOUR SUPERVISOR MAY NOT CHANGE ANY OF YOUR RESPONSES.

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Montgomery College
Alumni Affairs Coordinator Job Information

POSITION DESCRIPTION

Director of Alumni Relations/Executive Director of Alumni Association Oregon State University

Organization and Function:

This position serves a dual responsibility as Director of Alumni Relations at Oregon State University and as Executive Director of the Oregon State University Alumni Association, an independent not-for-profit corporation formed to assist the University in its service and programming for alumni and former students. As director, this position serves as the chief alumni officer for Oregon State University and has general institutional responsibility for the organization, management and implementation of the University's comprehensive alumni program. As executive director, this position provides leadership and management of the OSU Alumni Association under the auspices of the Association's Board of Directors.

Responsibilities:

As Director of Alumni Relations:

- a. Serves as senior executive in charge of alumni programs. Advises on the development of policy and procedures to build alumni support for the University, and develops programs, projects and initiatives through which alumni can assist the University in achieving stated institutional goals.
- b. Provides management oversight for all alumni programs and activities, including those serving all graduates of Oregon State University and the membership of the OSU Alumni Association. Works with campus groups, volunteers and advisory committees in planning and implementing activities of interest to OSU alumni.
- c. Provides leadership and management of the Department of Alumni Relations. Establishes unit objectives and work plans; develops and manages annual budget; assigns and evaluates professional staff; recommends employment, salary decisions, and professional development of staff; identifies, trains and recruits key volunteers and organizes volunteer activities; coordinates the management of constituent alumni groups; maintains and administers comprehensive alumni records; serves as publisher of The Oregon Stater alumni magazine; and oversees the management and institutional service to all OSU alumni chapters and clubs, domestic and international.
- d. Serves as liaison between the University and the OSU Alumni Association. Works to maintain and improve communication between the University and the Association; directs activities of the OSU Student Alumni Association; works closely with the Office of Development, the OSU Foundation, and the Office of Government Relations to assist in activities which seek to increase private gift and legislative support for Oregon State University.

Oregon State University

Director of Alumni Relations/Executive Director of Alumni
Association Job Description

- e. Represents Oregon State University in external affairs or events involving alumni and friends of the University. Participates as senior staff for special projects/events as directed.

As Executive Director:

- a. Manages and directs the efforts of the OSU Alumni Association and its Board of Directors. Assist in the development and implementation of the Association's goals and objectives; execute policy decisions of the Association; propose and manage annual budget; develops and manages programs to fulfill Association membership goals; identify, recruit and train volunteer leaders; maintain Association records, reports and rosters; manage annual programs and services, including reunions, tours, athletic-related events, merchandising, recognition programs, chapter and club programs, and career-networking; and supervises annual scholarship programs, including fund-raising activities, and the management/operation of the CH2M-Hill Alumni Center.
- b. Represent the Association in all interactions with Oregon State University. Serve as spokesperson for the Association in communicating all alumni interests and concerns to the campus community; represent Association in all fiduciary and policy matters associated with Oregon State University; serve as liaison to the Oregon State University Foundation.
- c. Prepare and manage all financial transactions of the Association as required by the Bylaws of the Association, and applicable requirements of law and policy. Supervise investment of Association funds; complete all annual tax and business reports and filing; maintain all Association financial and employment records.
- d. Manage Association staff. Supervise all personnel actions involving staff employed by the Association.
- e. Arrange for scheduling and staffing of all regular meetings of the Association, its Board of Directors, Executive Committee and standing committees, and any other meetings/events directed by the Association.
- f. Provide professional development leadership for staff by active and regular participation in the Council for the Advancement and Support of Education and the Council of Alumni Executives.

Minimum experience and qualifications:

Proven leadership, management and administrative experience with a minimum of five years experience in higher education, public affairs, association management, or in a closely related area such as marketing or communications. Undergraduate degree required (Oregon State University degree and graduate degree preferred). Demonstrated knowledge of management principles, budgeting practices and principles, personnel relations. Strong communication skills. Self-motivated and ability to motivate others. Demonstrated ability to recruit, train and effectively manage volunteers.

Alumnae repd

Oregon State University

**Director of Alumni Relations/Executive Director of Alumni
Association Job Description**

BOWDOIN COLLEGE
Office of Development and College Relations

Job Description
Director of Alumni Relations

Reporting to the Vice President for Development and College Relations, the Director of Alumni Relations is responsible for the organization of programs designed to meet the mutual needs of the College and an alumni body of 15,000. In this capacity the Director serves as the principal liaison between the College and the Bowdoin Alumni Council.

The Director of Alumni Relations is a key member of the Operations Staff of the Office of Development and College Relations and plays a central role in the formulation of plans and policies relating to the College's overall alumni/development/communications program. The Director interacts extensively with the Vice President and the other members of the Operations Staff who serve as principal officers in the Office of Development and College Relations. The Director also interacts frequently with the President and other senior officers of the College in carrying forth his/her responsibilities.

The Director shall have overall supervision of the following activities coordinated by the Office of Alumni Relations: Alumni Council and committees; Regional Bowdoin Clubs; Class Reunion program planning; Alumni Educational programs; Homecoming Weekend; and Alumni activities at commencement. The Director also oversees the management of Cram Alumni House and works closely with the Vice President and the Director of Annual Giving to coordinate Alumni Council/volunteer weekends.

The Director is expected to travel frequently for club activities and those programs designed to involve alumni and friends of the College in off-campus activities. A significant amount of weekend and evening work both on campus and off campus will be expected in this position.

The Director supervises an Assistant Director, Alumni Office support staff, and the Steward for Cram Alumni House. In this capacity the Director also has overall responsibility for the budgets and programs of those areas reporting to him/her.

It is expected that the Director shall interact extensively with members of the on-campus community, specifically the faculty and other key administrative personnel. The Director is expected to be thoroughly familiar with academic and student affairs programs of the College and to share that knowledge with alumni. The Director of Alumni Relations is expected to be a visible, dynamic member of the Bowdoin community.

The Director performs such other duties as assigned by the Vice President for Development and College Relations.

BASIC SKILLS REQUIRED:

A Bachelor's degree is required and a Bowdoin alumnus/a is strongly preferred. Creativity, strong communication, writing, organizational, and human relations skills are required, and a working knowledge of the educational community in institutions similar to Bowdoin is preferred. Prior supervisory experience is preferred. Demonstrated ability to work as a member of a team is essential as is a commitment to travel considerably, work weekends and evenings as required. The ability to manage a complex, dynamic program and people is desired, as is an understanding of, and commitment to, Bowdoin and its alumni body.

APPLICATIONS/NOMINATIONS:

Resume and cover letter should be sent by January 1, 1998 to Kimberly Bonsey, Manager of Employment, Bowdoin College, 3501 College Station, Brunswick ME 04011-8426.

Bowdoin College

Director of Alumni Relations Job Description

Development



It has been said that one of the safest questions to ask any development officer these days is, "How is the campaign going?" It's a virtual certainty that he or she will be at some point in that constantly recurring cycle of feasibility study, quiet phase, public phase, wrap-up and early planning for the next campaign.

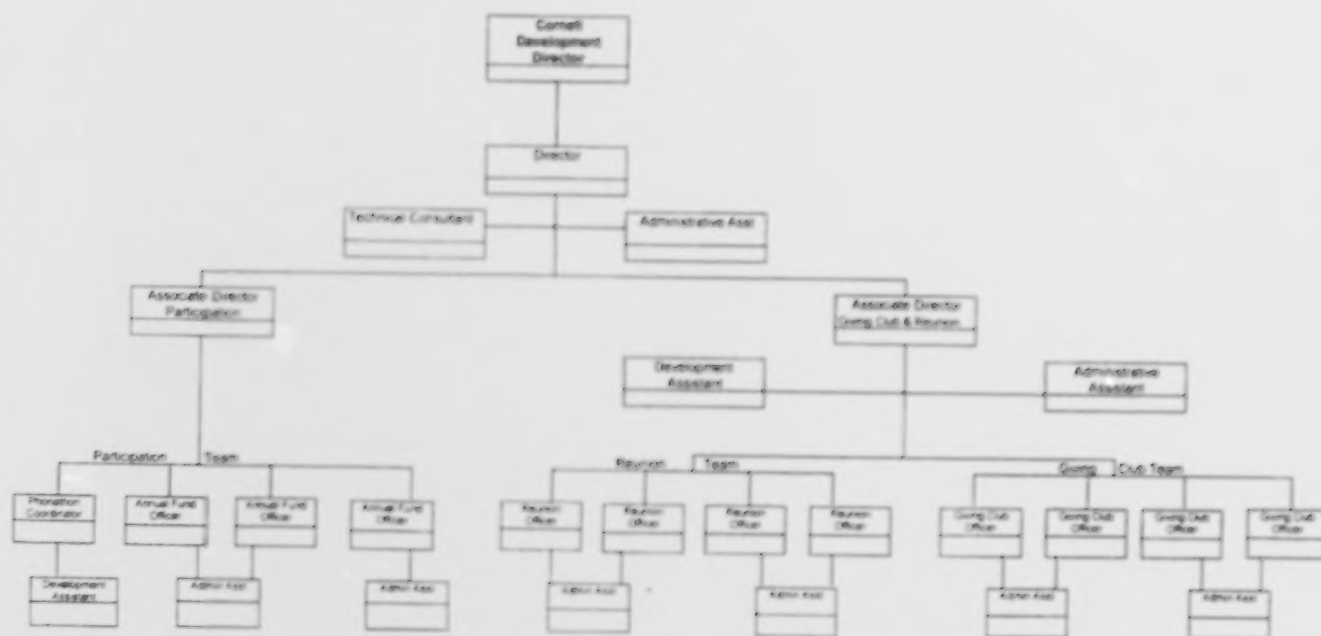
The contemporary development office does much more than solicit gifts; it is also called upon by prospects for counsel, insight and alternatives in structuring ways of giving that maximize the benefits both to the institution and the individual. In fulfilling these demands, the development office must either offer, or have ready access to, up-to-the-minute information on tax laws, legal instruments, pension options and the whole arcane and changing world of the management of assets.

Marketing principles have also infiltrated the development office and require a far greater knowledge of target prospect groups and individuals than in the past. Research now entails web searches, purchase of proprietary databases with demographic and psychographic information, and focus group attitudinal research to determine "bumps in the road" between awareness and action in giving.

No longer does "prospect" represent an undifferentiated assembly of wallets and purses. Increasingly, effective fund-raising centers on an intimate understanding of the motivations, biases and attitude of the individual donor, and is founded on a long-term relationship between that person and the institution.

Cornell University
Annual Fund Organizational Chart

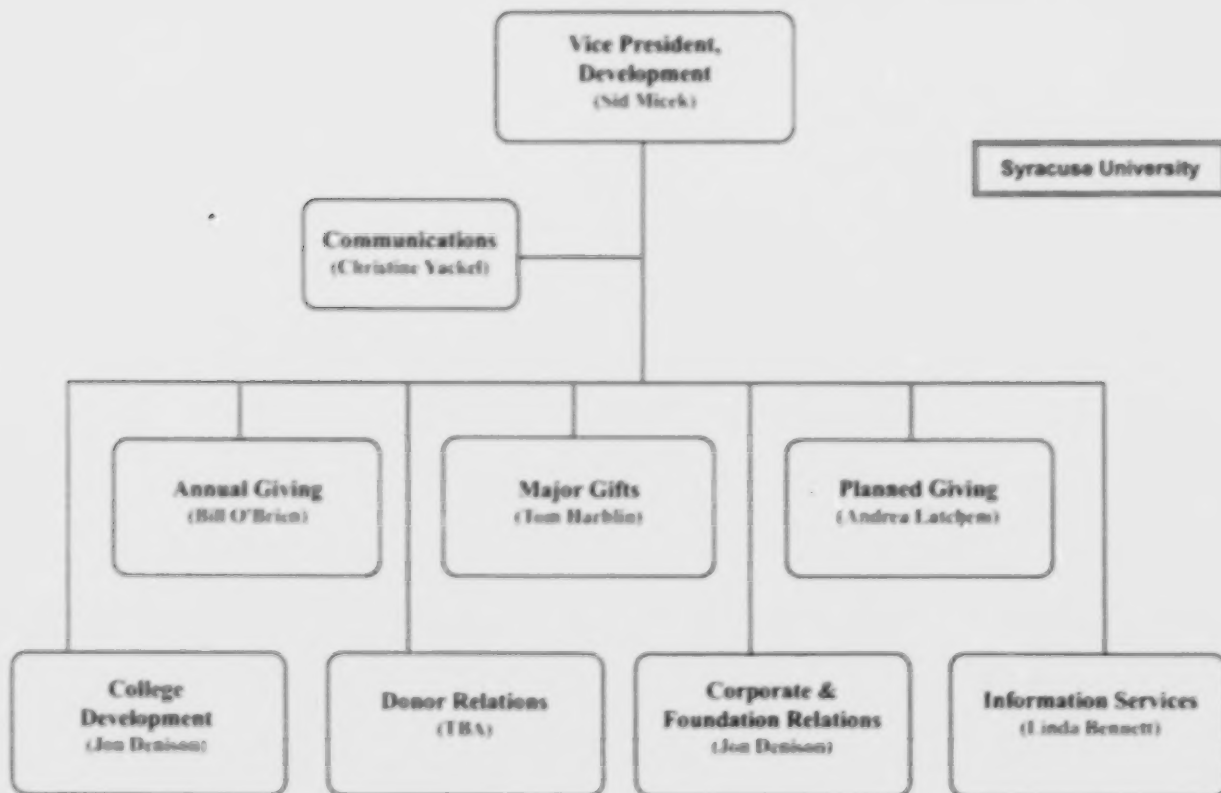
Cornell University
Cornell Fund



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Syracuse University
Development Office Organizational Chart

DEVELOPMENT OFFICE ORGANIZATION STRUCTURE



BOWDOIN COLLEGE
Brunswick Maine

Job Description

DIRECTOR OF ANNUAL GIVING

The Director of Annual Giving has overall responsibility for the organization, planning, and management of the College's program to seek annual gifts from alumni, parents, and friends in support of the operating budget. Bowdoin's annual giving program raises over \$4 million annually and is a dynamic, aggressive program with one of the country's leading percentage of participation in its alumni fund. Reporting directly to the Vice President for Development and College Relations, the Director supervises the Alumni Fund and the Friends of the College Fund, and works in concert with the Director of the Parents Fund. As a member of the Development Operations staff, the Director shares in the development of comprehensive strategies for all aspects of the College's fund-raising programs.

With the Director's primary efforts focused on raising unrestricted gifts in support of the College's operating budget, high priority is placed on the development of and service to the College's fund-raising volunteer network. He/she works closely with volunteer Alumni Fund Directors, Class Agents, special fund-raising committees, and other volunteer groups at the College to maximize annual support. He/she also works closely with the Director of Alumni Relations to oversee Alumni Council weekends and meetings as scheduled by the Alumni Council.

The Director is responsible for the continued development of primary annual giving objectives including the identification and cultivation of Donor Recognition Club prospects and the continued growth of the Reunion Giving Program. He/she plays a leadership role in Trustee and Emeriti Board member solicitations in conjunction with the Vice President.

The Director is expected to travel extensively and provide cultivation, solicitation, and stewardship services to top prospects. He/she is responsible for helping to identify and cultivate prospects who may be capable of making capital gifts as well as annual gifts to the College. The Director works closely with the Director of Capital Support and the Major Gifts team in securing the maximum commitment from all prospects for the College.

The Director oversees the recruitment, training, and management of the volunteer structure in all classes. He/she assists in identifying Donor Recognition Club prospects and assists in the solicitation of such prospects as needed. The Director also oversees the creation and preparation of solicitation materials (letters, brochures, etc.) for both Donor Recognition Club and non-Donor Recognition Club prospects. The Director is responsible for setting annual class goals, Donor Recognition Club goals, and other yearly objectives, and has the responsibility for selected classes for reunion and non-reunion gifts.

Bowdoin College

Director of Annual Giving Job Description

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Director of Annual Giving
Job Description
June 27, 1997
Page 2

The Director supervises a staff of three fund-raising professionals, the Annual Giving support staff, and is responsible for the annual giving budget. He/she works closely with the Director of Development Services in the design and implementation of computer systems that support the annual giving program.

Requirements for the job include an appreciation for the values of the educational community and a commitment to the liberal arts, a Bachelor's degree, a minimum of five years of professional fund-raising experience or similar experience, preferably in an academic setting. The Director should possess strong human relations, public speaking, excellent writing and motivational skills and the ability to work well with others. A Bowdoin alumnus or alumna is preferred.

Interested candidates should send a cover letter and resume by July 15, 1997 to:

Annual Giving Search Committee
c/o Department of Human Resources
Bowdoin College
Brunswick ME 04011

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Bowdoin College

Director of Annual Giving Job Description

**EDUCATIONAL
MANAGEMENT
NETWORK**

8 Williams Lane
Post Office Box 792
Nantucket, Massachusetts 02554

V/TDD
(508) 228-6700
FAX (508) 228-6484

Director of Capital Support

**Bowdoin College
STATEMENT OF CRITERIA**

Bowdoin College seeks nominations and expressions of interest for the newly created position of Director of Capital Support.

Founded in 1794, Bowdoin College is one of the nation's oldest and most highly regarded independent undergraduate institutions. Bowdoin's student body numbers 1425; there are 130 full time faculty, 95% of whom hold doctoral or equivalent degrees. Bowdoin College has an alumni body of 13,500, 60% of whom contribute annually to support the College.

Reporting to the Vice President for Development and Alumni Relations, the Director of Capital Support is expected to focus on the identification, cultivation, and solicitation of major donors and work closely and collaboratively with the Vice President, President, senior administrators, Trustees, and faculty to enhance support for the College. He or she will participate in planning and policy development for the Development Office in anticipation of a capital campaign. The Directors of Corporate and Foundation Relations, Prospect Research, and Planned Giving will report to this Director.

The successful candidate will have five and preferably more years of experience in fundraising and/or appropriately transferable experience, including administrative expertise, excellent communication and interpersonal skills and the zest for travel.

Please submit applications, nominations, or requests for further information, in confidence, to:

Director of Capital Support Search Committee
Bowdoin College
c/o Educational Management Network
P.O. Box 792, 8 Williams Lane
Nantucket, MA 02554

Bowdoin College is an Equal Opportunity/Affirmative Action Employer, as is Educational Management Network.

Bowdoin College

Director of Capital Support Job Description

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THE POSITION-AN OVERVIEW

Bowdoin College, in anticipation of a Bicentenary Capital Campaign in 1994, is in the process of strengthening and energizing a well-established, successful development program through the recruitment of outstanding development officers. Strong leadership and loyal, enthusiastic alumni and friends have carried Bowdoin to an enviable level of volunteer participation and giving. The individual donor at Bowdoin is both valued and respected. Development and Alumni Relations officers staff programs in each of the following areas: Alumni Relations, Annual Giving, Planned Giving, Corporate and Foundation Giving, and Development Services. The Development Office also has an excellent prospect research office.

The Director of Capital Support, a new position, will be responsible for the acquisition of new financial support and for the continued development of philanthropic gifts to the college from a corps of Bowdoin alumni and friends. He or she will report to the Vice President for Development and Alumni Relations, and they will work together to prepare a plan for the upcoming capital campaign. The Director will also guide and work closely with the staff and with the Development Committee of the Governing Boards.

In July of 1991, William A. Torrey assumed the responsibilities of Vice President for Development and Alumni Relations after three years as Director of Development. He came to Bowdoin after two years with a national fund raising consulting firm and eight years on the development staff at Bucknell. In addition, he has management experience in private business.

Reporting to the Vice President for Development and Alumni Relations in addition to this position are the Director of Development Services; the Director of Alumni Giving; the Director of Alumni Relations; and the Secretary of the College. The Director of Corporate and Foundation Relations, the Director of Prospect Research and the Director of Planned Giving will assist and report to the Director of Capital Support.

The Bowdoin endowment is currently approximately \$160 million. In 1990-91, the college received \$19.4 million from private sources, the largest gift total in its history. Capital and planned gifts totaled \$16.3 million of the total raised. The Alumni Fund, with an outstanding volunteer network, has shown great success in meeting its fund goals, which have risen from \$1.5 million in 1984-85 to \$3 million in 1990-91. That same year, 58 percent of the 13,500 alumni contributed nearly \$3 million to the Alumni Fund. In addition, the Parents' and Friends' Funds raised \$228,000 for the Annual Giving program.

Members of the Governing Boards work closely with the Development Office at Bowdoin College. The Director of Capital Support can expect to receive financial, moral, and volunteer time support from the Board and other volunteers. In 1990-91, the Governing Boards contributed \$287,753 to Annual Giving.

The most recent capital campaign ended in 1989 and surpassed its \$56 million goal for capital support. Governing Board members contributed over nine million dollars to that campaign and reached 117% of their goal. During the five years of that campaign, the Alumni Fund raised an additional \$14 million.

Bowdoin College Director of Capital Support Job Description

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The new Director of Capital Support will be responsible for planning, organizing, and executing the College's major gifts program for capital purposes from all sources and be responsible for gifts of \$10,000 or more for capital purposes. He or she will chair all meetings of the major gifts staff committee and track the cultivation, and solicitation of major gifts prospects in cooperation with other members of the staff. The Director can expect to travel extensively in the pursuit of an assigned portfolio of major donors, as well as in conjunction with other volunteer and staff solicitors.

CHALLENGES AND OPPORTUNITIES

The most immediate goal for the Director is to bring energy, direction and enthusiasm to the management of its major gifts program at Bowdoin College. The emphasis of this endeavor will be on the following activities and objectives:

Build a Broad Base of Prospects for Capital Support

The Major Gifts team will focus its skill and energy on the identification, cultivation and creation of a plan of approach to major donors. Bowdoin College surpassed its recent campaign goal in 1989 through the generosity of a relatively small group of donors and was heavily dependent upon bequests. The donor base needs to be expanded. The Development office prospect research team has researched a group of approximately 1,200 major donor prospects among its alumni and friends who have the potential to make capital gifts of \$10,000 or more. The college has maintained strong ties with the top 10 percent of these prospects. The remainder of the prospects, and particularly the next 200, need to be visited, informed about the College's exciting initiatives and plans, and listened to, in order to assess their desire to become more closely involved with the College and its philanthropic needs.

Continuing capital needs include increasing the college endowment and matching a Hewlett Presidential Discretionary Fund Grant for faculty development. Yet another targeted project is the renovation of the art museum's climate control system, which is critical to the preservation of the vibrant and valuable fine and folk art collections.

Because the College will celebrate its bicentennial anniversary in 1994, the next two years must be devoted to personal interaction with this pool of prospects. The College and its leadership need a senior professional to focus his or her time and energy on this outreach program.

Develop an Organizational and Communication Structure

In order to achieve a successful capital support program, the strengths of both the existing development team and the new, senior administrative staff need to be employed and effectively managed. The President is a savvy and seasoned spokesperson for Bowdoin College. In his first year, he has energized the administrative team and demonstrated a strong propensity for fund raising. He comes to the Bowdoin Presidency with nine years of experience as the President of Carleton College. He was with the Ford Foundation for 12 years, and has four years of broad experience in international management.

While the most pressing need is to reach out to the College's prospective donors, the Director also will have administrative responsibilities. For example, he or she will assist in campaign planning,

Bowdoin College

Director of Capital Support Job Description

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assess the capital support program and assist with the budgeting process. The Director will also recruit additional staff persons as needed for the upcoming capital campaign.

The Director will work closely with the Vice President, the President and key members of the Governing Boards to enhance fundraising strategies and to identify potential campaign leadership. As Chair of the staff Major Gift Committee, the Director will assign a portfolio of prospects to key individuals.

Participate in Planning the New Campaign

The College believes its bicentennial anniversary offers the opportunity to engage in a special initiative to build toward its future and maintain its premium status as a highly selective undergraduate liberal arts institution.

Several college-wide activities are already underway. The President has solidified his administrative leadership team and engaged the campus community in self assessment in several ways. A Strategic Planning Task Force is engaged in creating a vision for the College's future. Dober Associates is working with the college community to analyze space and facilities in order to target improvements needed to enhance the intellectual and social life of the college. Out-dated science and campus life facilities need to be improved and expanded.

The college leadership is in the process of selecting campaign counsel. This is an optimum time to join the development team.

PREFERRED QUALITIES AND QUALIFICATIONS

- A Bachelor's degree required, preferably in the liberal arts; an advanced degree preferred
- Five years or more fund raising experience in higher education or some reasonably comparable experience
- Capital Campaign experience
- Direct involvement with major gift cultivation and solicitation
- Excellent communication skills and demonstrated expertise in interacting with warmth and enthusiasm with a diverse and sophisticated prospect pool
- Ability to motivate and manage a major gifts team as well as interact successfully and comfortably with a variety of constituencies
- Interest and experience in development planning is valuable
- Stimulated by and interested in being part of the academic community
- Demonstrated willingness and desire to travel
- Show grace under pressure, with a dash of humor

Bowdoin College **Director of Capital Support Job Description**

THE INSTITUTION AND ITS RESOURCES

In his inaugural speech as first president of Bowdoin College in 1802, Joseph McKeen expressed the philosophy: "It ought always to be remembered that literary institutions are founded and endowed for the common good, and not for the private advantage of those who resort to them for education."

The purpose of Bowdoin was reaffirmed in 1976 by the Faculty-Student Committee on Curriculum and Educational Policy:

"The purpose of the College is to train professionally competent people of critical and innovative mind who can grapple with the technical complexities of our age and whose flexibility and concern for humanity are such that they offer us a hope of surmounting the increasing depersonalization and dehumanization of our world. The College recognizes the formidable responsibility to teach students what values are and to encourage them to develop their own."

Bowdoin's character combines a pioneer spirit and democratic philosophy, making it both serious and informal, independent and community-minded, regional and national. Bowdoin was established by charter in 1794 as the first college in the territory that was to become Maine. In 1970, the College began admitting women undergraduates.

The academic community of Bowdoin reflects the country in microcosm. The student body encompasses a diversity of minds and intellectual passions which share the common characteristic of intellectual commitment. "Bowdoin can and must draw upon those elements of its tradition that are tolerant and welcoming, above all to individual spirits." —Robert H. Edwards, President of Bowdoin College

Students come to this beautiful campus located in Brunswick, Maine (25 miles from Portland) from 42 states, one U.S. territory, and 14 other countries. Seventeen percent of the student body represent minority and international enrollment. Highly selective admission standards with an optional SAT policy (since 1969) and the elimination of rank in class and grade point averages during the College experience reflect Bowdoin's emphasis to minimize academic competition in favor of performance and perceived potential.

Presently Bowdoin selects approximately 400 students from about 3,200 applicants. 85% of the public school graduates offered admission to the Class of 1994 ranked in the top 10% of their senior class. Total enrollment is 1,400 students (57% men, 43% women). Ninety percent complete degrees within four years; this retention rate is one of the strongest in the country. About 60% of Bowdoin students go on to further graduate or professional study within five years.

Bowdoin College boasts of many distinguished graduates, from authors Nathaniel Hawthorne and Henry Wadsworth Longfellow (1825) and Admirals Robert E. Peary and James B. MacMillan (1877 and 1898), to present alumni such as Senators George J. Mitchell, Jr. (1954), William S. Cohen (1962), and 1984 Olympic marathon champion Joan Benoit Samuelson. The achievements of its graduates reflect Bowdoin's ability to teach and inspire for the common good.

Bowdoin is known first for the strength of its academic program. A faculty of 130 excellent teachers and scholars distinguishes the College as one of the best small liberal arts colleges in the country. Ninety five percent of the faculty hold a Ph.D. or equivalent. Faculty and students (ratio 1:11) explore and create an exciting curriculum. Individual responsibility, commitment, and collegiality earmark the Bowdoin venture. The small classes of 20 or fewer students encourage faculty-student interaction.

Bowdoin College

Director of Capital Support Job Description

Bowdoin faculty have received national recognition for the development of micro-scale techniques for the undergraduate organic chemistry laboratory. Faculty consistently receive grants and teaching fellowships to study and work around the world. The pursuit of knowledge through research and the insatiable intellectual curiosity exhibited by Bowdoin's very talented faculty constantly inspire students to seek to do better.

Bowdoin offers the Bachelor of Arts degree in 35 departmental and interdisciplinary majors. Students may elect a single or double major or may design a major program to fit special interests. Two courses are required in each of three academic areas—natural sciences and mathematics, social and behavioral sciences, and humanities and fine arts. Thirty two courses are required for the degree. One hundred and fifty students participate each semester in study abroad or within the Twelve College Exchange. Bowdoin sponsors programs in East Asia, Sri Lanka, South India, and Sweden, and, in the United States, in Boston, Washington, Mystic Seaport and Woods Hole.

The outstanding academic facilities on Bowdoin's 110 acre campus include:

Nathaniel Hawthorne-Henry Wadsworth Longfellow Library housing over 760,000 volumes

Hatch Science Library, opened in the spring of 1991

The Museum of Art, containing more than 12,000 works of art

The Peary-MacMillan Arctic Museum and the Arctic Studies Center, which promote environmental investigations of the North

Bethel Point Marine Research Station

Bowdoin Scientific Station

Breckinridge Public Affairs Center in York, Maine

Language Media Center

Academic Computing Center

The Department of Athletics emphasizes sports activities with carry-over value, intramural athletics, and intercollegiate competition. Bowdoin has 18 athletic coaches and fields 29 varsity teams (13 men's, 14 women's, 2 coed) in the Division III level. Facilities include two gymnasiums, indoor and outdoor tracks, tennis and squash courts, an ice arena, a 16-lane swimming pool, and 35 acres of playing fields.

Bowdoin College
Director of Capital Support Job Description

Job Description

Office of University Development

Job Title: Director of Development
Communications
CRS Title: Communication Manager I
Department: Communications
Issued: 6/91
Revised: 10/92

Job Function:

The Director of Development Communications is an experienced professional within University Development responsible for the provision of overall communications expertise, perspective, and services to support all Development Programs and other Public Affairs offices as required. The Director is also responsible for the design and management of an integrated Development message to maximize fundraising results for the University. The Director manages five professional writers, one production specialist, and one support staff position and works closely with a number of University and free lance publications, graphics, and production resources.

Job Responsibilities:

- 1) Direct and manage a staff of six professionals and one support person in the Development Communications Department, including the delegation of assignments, evaluation of staff performance, and the overall productivity and efficiency of the department. 30%
- 2) Plan communications needs with all Development programs and provide consulting services as requested. 20%
- 3) Advise and service other departments in the Public Affairs division as required. 20%
- 4) Design an integrated Development communications message that adheres to articulated University priorities and prescribed Development objectives. 10%
- 5) Ensure quality control of all communications pieces through editing and critical examination of all work produced by the department including letters, proposals, brochures, newsletters, texts, and any other media. 10%
- 6) Maintain strong and productive working relationships with colleagues across the University. 5%
- 7) Advise the Director of University Development on Development-wide communications issues and initiatives. 5%

Supervision:

The Director of Development Communications exercises supervision over a staff of five professionals and one support person. He/she reports directly to the Deputy Director of Development.

Cornell University

Director of Development Job Description

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Qualifications:

- Bachelor's degree or equivalent
- three to five years experience and demonstrated expertise in the writing and editing of motivational material and the development of marketing tools
- substantive understanding of publication preparations including graphics, typography, and printing production and related computer technology
- aptitude for administrative duties and evidence of management skills to include leadership and judgement skills
- experience in cost estimating and budget planning
- interpersonal skills necessary for effective support with staff, faculty, and external constituents
- knowledge of higher education administration and development desirable

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Responsibility for annual review: Deputy Director of Development

Cornell University
Director of Development Job Description

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Position Description

Director of Development and University Relations University of Minnesota, Duluth

The University of Minnesota, Duluth, invites applications and nominations for the position of Director of Development and University Relations. The Director of Development and University Relations, who reports directly to the Chancellor, is responsible for supervising and participating in the programs of three university-wide functions: development, media relations and alumni relations. The staff size requires some direct participation in program activity in all three areas by the director. The largest portion of the time expended in program participation is devoted to development, where the director not only supervises solicitation activity but also, with support by the chancellor, is directly involved in fund raising.

The director's major responsibility will be to plan and conduct a program to increase the University of Minnesota Duluth's success in fund raising and to raise its public visibility to its internal and external constituencies. Other responsibilities include overseeing alumni operations; planning, managing and evaluating extensive fund raising programs; cultivating relationships; soliciting donors; and coordinating corporate fund raising and certain grant and foundation proposal efforts. The director is also responsible for donor research and prospect management. Some skills and experiences which are highly desirable to promoting success in the position are: strong communication skills, both oral and written; positive human interaction skills; an understanding of the various media and their impact on a university; effective outgoing social skills for use in university sponsored events and with a variety of external constituencies of the university; the ability to manage a professional staff and a multiple number of programs; an acquaintance with an understanding of university organization and operation; an understanding and appreciation of community involvement and volunteerism and a willingness to personally sustain involvements in the university interest; prior experience in fund raising; the capacity to work cooperatively with a variety of units on the UMD campus and with the University of Minnesota central administration personnel in overall administration as well as in the university foundation.

Candidates for the position must possess a bachelor's degree and have at least five years of experience in development or other external relations activities. Candidates must demonstrate strong written and verbal communications skills, an understanding of the principles of development and external relations, and the ability to function in an academic environment and to advise faculty, administrators, executive volunteers, and potential donors. Desirable qualifications include an advanced degree, meaningful experience in institutional development and external relations, a proven and successful record of soliciting major gifts from individuals and corporations, and senior level managerial and leadership experience.

The University of Minnesota, Duluth enrolls approximately 10,000 day and evening students annually. It offers graduate and undergraduate degrees in five colleges and schools. The University of Minnesota, Duluth receives over \$1.2 million annually in private support. In addition, UMD receives more than \$10 million annually in contracts and grants, which are not managed by the Office of University Relations.

Nominations of qualified individuals are encouraged. The search will continue until a successful candidate has been identified. Applications must include a letter expressing interest, availability, experience and strengths as they relate to the position; a current resume; a personal statement detailing the applicant's affirmative action accomplishments and philosophy; and the names, addresses, and phone numbers of three references. The review of applications will begin August 29, 1997.

Mail to: Chancellor's Office
University of Minnesota, Duluth
515 Darland Administration Building
Duluth, MN 55812
Telephone number: (218) 726-7106 Fax number: (218) 726-6535
Campus TTY number: (218) 726-6821 Email: chan@d.umn.edu

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

University of Minnesota, Duluth

Director of Development and University Relations Job Description

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Lawrenceville School

Job Description

Director of Parent Programs

The Director of Parent Programs will be responsible for the Parents at Lawrenceville program, including enlisting the volunteers and providing the administrative support for the Executive Committee meetings and those of the Interest Committees: Local Admissions, National Admissions, Athletics, Book Exchange, Community Relations, Library Volunteers, McGraw Infirmary, Parent Communications, and Nominating. (Parents' Annual Giving will be organized separately by the Director of Parents' Annual Giving.)

The Director of Parent Programs will produce the Parents at Lawrenceville publications: Parent to Parent Handbook, McGraw Infirmary drivers' solicitation, Parents at Lawrenceville fall questionnaire, McGraw Infirmary Annual Report and solicitation, four parent Newsletters (mailed in September, December, March and June), the end of School questionnaire and student press releases.

The Director of Parents Programs will be responsible for the organization and execution of Parents' Weekend, Grandparents' Day and Winter Gathering. In collaboration with the Deans, Director of Athletics, and Director of College Counseling and other colleagues, they will be responsible for the development of the programs for these events. The director will act as the parent liaison with the parent programs from other schools and will organize delegate representatives to parent conferences.

October 29, 1997

Lawrenceville School

Director of Parent Programs Job Description

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Government Relations



As the line between public and private institutions has blurred in recent years, government relations, at the state and federal levels, has become less specifically associated with the public sector and increasingly embraced by private institutions.

There is an obvious need for a state college or university to have dedicated representation in the state capital, in order to protect funding allocations and garner political support for institutional initiatives. Less obvious — except in those states where private institutions receive some state support — is the value to a private institution of building bridges with state government and political leaders. The payoff may be as abstract as general good will in the state house, or as pragmatic as educational and research partnerships with governmental units.

There is similarly a need for the larger public and private institutions with substantial research activity to have a presence in Washington, D.C., as a means for increasing understanding and support.

The government relations function is as likely to be found under the president's office as it is under the institutional advancement division. Many times the unit will carry the name of "public affairs," a term that may also be used interchangeably as a label for both public relations and government relations.

University of Michigan

University Relations

Federal Relations

Associate Vice President for University Relations

Tom Butts

June 1996

The Washington Office's basic mission is to provide an in-person communication link between the University and the Federal Government, national media, public policy makers and national organizations in Washington, D.C.

University of Michigan

Federal Relations Office Description

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University of Michigan
Federal Office in Washington, D.C.
499 South Capitol Street, SW
Washington DC 20003

Thomas A. Butts, Associate Vice President for Government Relations,
and Executive Director of the Washington Office.
tombutts@umich.edu

Cindy Bank, Federal Relations Officer.
bankc@umich.edu

Robert Samors, Government Relations Officer for Research (OVPR)
rsamors@umich.edu

Marlene Andersen, Administrative Assistant
marlenej@umich.edu

Mission

The Washington office serves as a liaison between the University and the Federal Government public policy makers and national organizations working in Washington to provide national leadership in matters affecting higher education and research.

the Washington Office directly serves University faculty, staff and students as well as members of Congress and Federal Government offices and agencies and the local alumni club. Activities include: monitoring legislation of interest to universities; facilitating Congressional or Federal appointments and issue briefings for faculty and administrators; providing office space for University people on business in Washington; serves as a clearinghouse for information on government activities, places, people and employment opportunities; and communicating with media, higher education associations and other institutions with offices in the area. Congressional inquiries are handled concerning the University's academic and research activities and its views on pending legislation.

Likley Contact with the Office of the President

The Washington Office has worked very closely with the Office of the President in coordinating the president's visits to Capitol Hill, and seeking, in a timely fashion, the president's counsel on a number of major policy issues affecting the University.

University of Michigan
Federal Relations Office Description

Following are some examples of government relations activities commonly undertaken by Washington office staff:

- Participate in the legislative authorization, budget and appropriations process and seek policies and funding supportive of the University's goals and objectives; respond quickly to momentary actions in the congressional decision-making process.
- Advise University faculty and administrators on federal developments and assist them in pursuit of their academic and financial objectives within the legislative and executive branches.
- Monitor and analyze the potential impact of federal legislative, programmatic and regulatory developments on the University.
- Coordinate a variety of University events with members of Congress, federal officials, education associations and the Washington Alumni Club.
- Arrange meetings for University administrators and faculty with members of Congress, appropriate staff members and agency officials
- Keeping congressional and agency staff updated on the progress of University projects and issues of interest to their offices.
- Provide information of interest to government officials concerning University policy and programs; find opportunities to inform and educate Members and their staffs on innovative University projects.
- Assist members of Congress who have been contacted by their constituents for information or assistance regarding the University.
- Coordinate campus visits for the President, cabinet officers, Members of Congress and their staff.

The U-M Washington office has a full time staff of four - an associate vice president for government relations, a government relations officer for research (reports to OVPR), a federal relations officer and an administrative assistant. Staff in the first two positions divide their time between Washington and the Ann Arbor Campus.

University of Michigan
Federal Relations Office Description

University of Michigan

University Relations

State Relations

Associate Vice President for University Relations

Cynthia Wilbanks

June 1996

Cynthia Wilbanks is responsible for the planning, development and coordination of state government relation activities for the University units. She assists the Vice President for University Relations in providing effective relationships with state legislators, agencies and officials. She monitors state legislative, administrative and regulatory activities as they pertain to University operations and higher education.

University of Michigan

State Relations Office Description

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**State Relations
6084 Fleming Administration Building
Ann Arbor, Michigan 48109-1340**

Cynthia H. Wilbanks, Associate Vice President for University Relations
wilbanks@umich.edu

Cyndy Cleveland, Administrative Assistant I
cyndyc@umich.edu

Mission

This office serves as a liaison between the University and State Government policy makers to provide leadership in matters affecting the university's yearly state appropriations, capital outlay programs, legislation affecting higher education and executive department communications.

The State Government Relations office activities include: monitoring legislation of interest to the University of Michigan and higher education, arranging for legislative meetings for members of the university administration and faculty, facilitates communications with other higher education institutions with respect to legislative issues and appropriations. Legislative inquiries are handled concerning the University's academic and research activities as well as a conduit for receiving legislative inquiries pursuant to constituent requests.

The Community Relations Director, Jim Kosteva, provides specific linkages with community organizations and local government officials in the greater Ann Arbor area and Southeast Michigan. The Lansing Service Center Director, Veronica Johnson provides an important presence in the Lansing area and facilitates campus interaction with government officials and others who seek research and information about the breadth and depth of activities at the University of Michigan. Both offices are separately detailed in this book.

**University of Michigan
State Relations Office Description**

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Likely Contact with the Office of the President

The Associate Vice President for University Relations works closely with the Office of the President in coordinating visits to the Governor and members of the legislature on major issues affecting the University. The president's counsel is sought on a number of matters which help to shape the university's position on important legislative initiatives, including the yearly appropriations.

The president's communications to members of the legislature and Governor are generally coordinated through this office.

Following are examples of state government relations activities commonly undertaken by the Associate Vice President for University Relations:

- Participate in the appropriations process and seek policies and funding support which reflect the University's goals and objectives; respond in a timely fashion to the legislative decision-making process and make appropriate recommendations.
- Advise University administration on state developments which will impact the academic and financial objectives of the university.
- Monitor and analyze the potential impact of state legislative, programmatic and regulatory developments on the University.
- Coordinate visits of the President, other executive officers, deans, faculty and students for visits with legislators related to pending legislation, appropriations and capital outlay plans.
- Provide regular up-dates to the Office of Academic Planning and Analysis on appropriations issues and matters related to data collection for state government purposes.
- Advise Office of the Chief Financial Officer about Capital Outlay issues and recommendations.
- Provide monthly report to executive officers on state legislative issues and other developments.
- Investigate and pursue opportunities for funding, outside of the higher education appropriations, related to specific programs at the University, e.g. Michigan Jobs Commission support for the ERC.

University of Michigan

State Relations Office Description

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- Work closely with the Director of the Alumni Association's Legislative Advocacy Program in the development of materials and information for grassroots advocate development and support.
- Work with the Deputy to the President in the development of communications and materials to the "grasstops" advocates in the State of Michigan.
- Provide support and guidance to Wolverine Caucus events and activities.
- Coordinate campus visits for members of the legislature and their staffs, house and senate fiscal agency staff, executive department officials and their staffs.
- Provide information of interest to state government officials concerning University policy and programs; identify opportunities to inform and educate state policy makers on innovative University programs and projects.

University of Michigan
State Relations Office Description

Marketing



Marketing has grown in stature within educational institutions as economic and competitive pressures force institutions to reach target populations more effectively.

Once synonymous with student enrollment, today's more pervasive marketing efforts may conduct research and direct relationships to current students, alumni, donors, the business community and governmental units and leaders. The broader scope of marketing has resulted in a much greater degree of overlap — and therefore the need for close coordination — with public relations, publications, alumni relations, development and other units under the institutional advancement umbrella.

A concept that surfaced in corporations and agencies in the early 1990s, "integrated marketing," has recently been discovered by a number of colleges and universities, and is shaping some of the more ambitious institutional marketing programs. The integrated marketing process involves carefully targeting your audience and assessing its wants and needs; shaping an appropriate message; using creative and effective ways of delivering the message; and finally, assessing the results of your communications effort. To some extent the concept is "old wine in new bottles" — public relations practitioners and theorists have preached a similar communications process for decades. By encouraging a more comprehensive and results-based view of the communications, however, integrated marketing can lead to a more effective institutional advancement program.

Editor's Note: The following three pages include brief position descriptions within the Office of Communications and Marketing at Indiana University. While not all are specifically marketing positions, all are included in this section to show the interrelationships within an office having a strong marketing orientation.

Job Title: Assistant Vice President for Public Affairs and Government Relations
Reports To: Vice President for Public Affairs and Government Relations
Supervises: Director of Broadcasting and Electronic Media, Director of Communications, Director of Marketing, Director of Publications, Operations Manager/Managing Editor, Manager of Information Systems and Technology Resources, Manager of Human and Financial Resources, and Administrative Secretary.

Summary: Chief finance and operating officer for Public Affairs and Government Relations. Oversee operations of the communications, marketing, publications, and other major public affairs functions. Principal counsel to the Vice President for Public Affairs and Government Relations.

Title: Director of Marketing
Reports to: Assistant Vice President of Public Affairs and Government Relations
Supervises: Associate Director of Marketing for Research, Assistant Director of Marketing for Publications, and Marketing Assistant for Implementation.

Summary: Primary creative director for the development of integrated strategic marketing communications plans to raise the visibility and enhance the image of Indiana University to its key external and internal constituencies. Works with the Assistant Vice President in developing PAGR staff to work in an integrated marketing and communications organization. Supervises the research, publications, and marketing planning activities within the Office of Communications and Marketing.

Title: Director, Broadcasting & Electronic Media (BEM)
Reports to: Assistant Vice President
Supervises: Assistant Director, Producer, and production staff.

Summary: Manager and executive producer for electronic media division of the Office of Communications and Marketing. Develop electronic media products promoting Indiana University. Serve as liaison to administrators in the designing, planning and performing of production activities. Manage in-house BEM staff members and supervise hired production personnel. Assist production crew in creating narrative and graphic components for electronic products. Perform public relations and properly represent Indiana University with all internal and external audiences.

Title: Director of Communications
Reports to: Assistant Vice President
Supervises: Assistant Managing Editor and Communications Specialists

Summary: Serve as the primary print and broadcast media liaison for the Bloomington Campus. Oversee the information and referral services provided to the media. Manage news conferences. Supervise and determine responsibilities of the communications specialists and serve as back up for the Executive Director of Communications, and work on "big picture" operational challenges related to the integration of communications and marketing.

Indiana University

Office of Communication and Marketing Job Descriptions

Title: Communications Writer
Reports to: Director of Communications
Summary: Collect, write, and/or pitch news about Indiana University and academic units to the media; develop media and marketing communications plans that organize efforts to cultivate and maintain specialized news media opportunities that advance university and academic unit marketing priorities; serve as a resources and advisor for faculty interactions with media; assist with specialized communications needs and tools, and serve as media advisor to unit marketing teams.

Title: Managing Editor and Operations Manager
Reports to: Assistant Vice President
Supervises: Electronic Communications Specialist, Receptionist, and Production Clerk.

Summary: Primary "traffic manager" for the Office of Communications and Marketing. Coordinate all Office of Communications and Marketing projects involving personnel from more than one unit, ensuring that commitments are met in a professional and timely manner. Supervise planning and logistics for OCM. Supervise the "operations staff." Maintains the OCM master calendar and the Weekly Log, and manages the production, dissemination, and editing of stories and tipsheets produced by the Communications unit.

Title: Manager for Technology and Information Systems
Reports to: Assistant Vice President for Public Affairs and Government Relations
Summary: Coordinator of information systems for the Public Affairs and Government Relations division, including the offices of the Vice President, Communication and Marketing, and Publications. Primary duties include applications development, systems management, planning, design, and implementation of software, hardware, and custom applications and staff development.

Title: Manager for Human and Financial Resources
Reports to: Assistant Vice President
Summary: Manager for financial and organizational matters related to the various units reporting to the assistant vice president for public affairs and government relations. Under limited supervision and broad parameters, manages the administrative affairs of the department of communications and marketing. Implements planning and budget processes for Public Affairs and Government Relations. Handles accounting, financial reporting, and analysis for the Assistant Vice President. Undertakes and completes special projects as assigned by the Assistant Vice President.

Title: Assistant Director of Marketing for Publications
Reports to: Director of Marketing
Supervises: Art Directors and Copywriter/Editors
Summary: Assist director of marketing in developing, implementing, and managing the strategic marketing and marketing communications plans and efforts of Indiana University system-wide. Oversee the area of literature development within IU's Office of Communications and Marketing.

Indiana University

Office of Communication and Marketing Job Descriptions

Title: Art Director
Reports to: Assistant Director of Marketing for Publications
Summary: Conceptualize, research, propose, execute, and proof graphic design solutions for publications supporting IU Bloomington's centralized recruitment initiatives and strategic marketing plans developed by IU's Office of Communications and Marketing. Assist with marketing activities including conducting research, implementing strategic marketing plans, and serving on creative services teams.

Title: Copywriter/Editor
Reports to: Assistant Director of Marketing for Publications
Summary: Conceptualize, research, propose, develop or refine, and proof copy for publications supporting IU Bloomington's centralized recruitment initiatives and strategic marketing plans developed by IU's Office of Communications and Marketing. Assist in marketing activities including conducting research, implementing strategic marketing plans, writing marketing documents, and serving on creative services teams.

Title: Associate Director, Broadcasting and Electronic Media
Reports to: Director, Broadcasting and Electronic Media
Supervises: Studio and field production personnel (varies with each project).
Summary: Produce programs, promotions and documentaries for telecast. Direct electronic media production activities. Assist administrators as public relations liaison with internal and external audiences. Supervise assigned staff. Assist in product distribution. Perform other duties delegated by the Director of Broadcasting and Electronic Media.

Title: Producer, Broadcasting & Electronic Media
Reports to: Director, Broadcasting & Electronic Media
Supervises: Writers, Talent, Production Assistants
Summary: Serve as producer for radio and audio projects undertaken by the Office of Communications and Marketing.

Indiana University

Office of Communication and Marketing Job Descriptions

UNIVERSITY OF MINNESOTA

Marketing Manager University Relations

Position Announcement

The University of Minnesota is seeking an energetic, organized, and creative individual to coordinate university-wide marketing/communication initiatives and integrate them with marketing activities of collegiate units. This is a new position created to assist central administration and the Office of the Vice President for Institutional Relations in the development, implementation, and evaluation of specific marketing/communication strategies to achieve goals of *University 2000*, the University's long-range plan.

Major responsibilities include developing annual marketing plans, overseeing market research and institutional advertising programs, and providing marketing/communication counsel and assistance to collegiate units. The marketing manager will report to the director of University Relations and serve as interim special assistant to the vice president for institutional relations.

This position requires a clear understanding of the mission, values, organization, and traditions of a public land-grant university combined with superior leadership, planning, and communications skills. The successful candidate will have demonstrated success in integrated public relations/marketing/communications campaigns, project management, and market research, and must possess a strong customer-service orientation and the ability to work collaboratively. A bachelor's degree and at least five years of progressively responsible experience in marketing are required. An advanced degree and experience in a large complex organization are preferred.

This is a 12-month professional academic/administrative appointment, renewable annually. Salary is commensurate with qualifications and experience; a competitive benefits package is available.

The University of Minnesota is an equal opportunity educator and employer.

University of Minnesota

Marketing Manager, University Relations Job Description

UNIVERSITY OF MINNESOTA

Director, Marketing Associate Director University Relations

Job Description

General:

This position reports to the Director of University Relations and is responsible for coordinating university-wide marketing/communication initiatives.

Specific Duties:

- ☐ Serve as a member of the department management team
- ☐ Supervise marketing staff
- ☐ Provide marketing/communication counsel and assistance to central administration and collegiate units
- ☐ Oversee market research and institutional advertising programs
- ☐ Represent department on University committees as assigned
- ☐ Other duties as assigned

University of Minnesota

**Director of Marketing/Associate Director, University
Relations Job Description**

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OREGON STATE UNIVERSITY

Administrative Services Building A634 Corvallis, Oregon 97331 2128
503-737-4875 Fax 503-737-3033

POSITION: Director of Institutional Marketing Services
Working Title: Marketing Director

RANK AND SALARY: No Rank, Competitive

RESPONSIBILITIES:

LEADERSHIP: Design and implement institutional marketing strategies; lead institutional coordination of marketing strategy and activities among colleges and service units; manage institutional marketing events and activities; and manage integration of consulting services.

CONSULTATION: Provide promotional and marketing consultation to OSU units and personnel; provide expertise in planning and implementing unit-based marketing initiatives and activities; support unit-based programs with professional services (conceptualization, writing, design, publications, special events materials) as needed.

CREATIVE SERVICES AND TASKS: Plan promotional activities, special events, advertising and professional services to support marketing plans and initiatives for Oregon State University; gather information through fact-finding research and develop strategic materials (brochures, news releases, print and broadcast advertising, scripts); write and/or direct development of original copy for promotions and special events; function as staff and coordinator of special events; coordinate placement and distribution of institutional marketing materials; work with editors and designers to create promotional materials; work with external clients and partners to disseminate information about OSU's programs and services; and create new cooperative promotional activities.

MARKET ANALYSIS: Conceive, direct and conduct fact-finding research to target and evaluate effectiveness of OSU's informational and promotional activities. Conducts surveys, as necessary, to gauge campus needs for information.

MINIMUM EXPERIENCE AND MARKETING QUALIFICATIONS:

Undergraduate degree in marketing or related field (master's degree preferred); at least five years related professional experience; demonstrated knowledge of market research, promotion, advertising, public relations, print and broadcast media, and publications and special events. Demonstrated computer knowledge and skill. Demonstrated ability to lead consensus in complex organization.

Oregon State University

Director of Institutional Marketing Services Job Description



Policy AD45 UNIVERSITY MARKETING POLICY STATEMENT

Contents:

- Purpose
 - Policy
 - Department of University Marketing
 - Cross References
-

PURPOSE:

The purpose of this policy is to describe the administration and relationships of marketing activities within the University in order to ensure that marketing activities conducted by individual administrative and academic units of the University both support and are cohesive with the overarching strategic marketing goals of the University. This policy is intended to address the marketing needs of the institution as a whole, with particular attention to the institutional image of the University.

POLICY:

The overall marketing efforts of the University are to be guided by the Office of University Relations and its Department of University Marketing. The Executive Director of University Relations will present issues requiring broad University participation and support to the President.

The Department of University Marketing is responsible for directing the marketing efforts of the University. The Director of University Marketing reports to the Executive Director of University Relations, who reports to the President.

Department of University Marketing:

The Department of University Marketing is assigned the central responsibility for monitoring University marketing activities. The Department works with the marketing directors, or designees, of other University units to ensure that the marketing plans of individual units strengthen each other as well as the institution's goals. Relative to this charge, the Director advocates for, and facilitates the implementation of, cost effective, cooperative marketing activities between / among units.

The Director is responsible for managing University marketing projects that require the involvement of a number of University units and have been designated as University marketing priorities by the Executive Director of University Relations and the President.

The Department serves as the point of responsibility for conducting statewide and national image surveys that assess the University's institutional reputation among a variety of constituencies. In order to avoid costly duplication of effort and to achieve greater usage of University marketing research, the Department of University Marketing serves as a collection

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Pennsylvania State University

University Marketing Policy Statement

and dissemination point for all University marketing research, regardless of unit of origin. In support of this activity, the Department is responsible for facilitating the sharing of existing research tools among University units in order to maximize University marketing research dollars. All plans for University marketing research projects should be shared with the Director prior to their initiation.

CROSS REFERENCES:

Other Policies in this Manual may apply, especially:

AD03 - Conducting Educational Programs Using the Name of the University.

AD26 - Sale of Food and Beverages at University Locations.

Pennsylvania State University
University Marketing Policy Statement

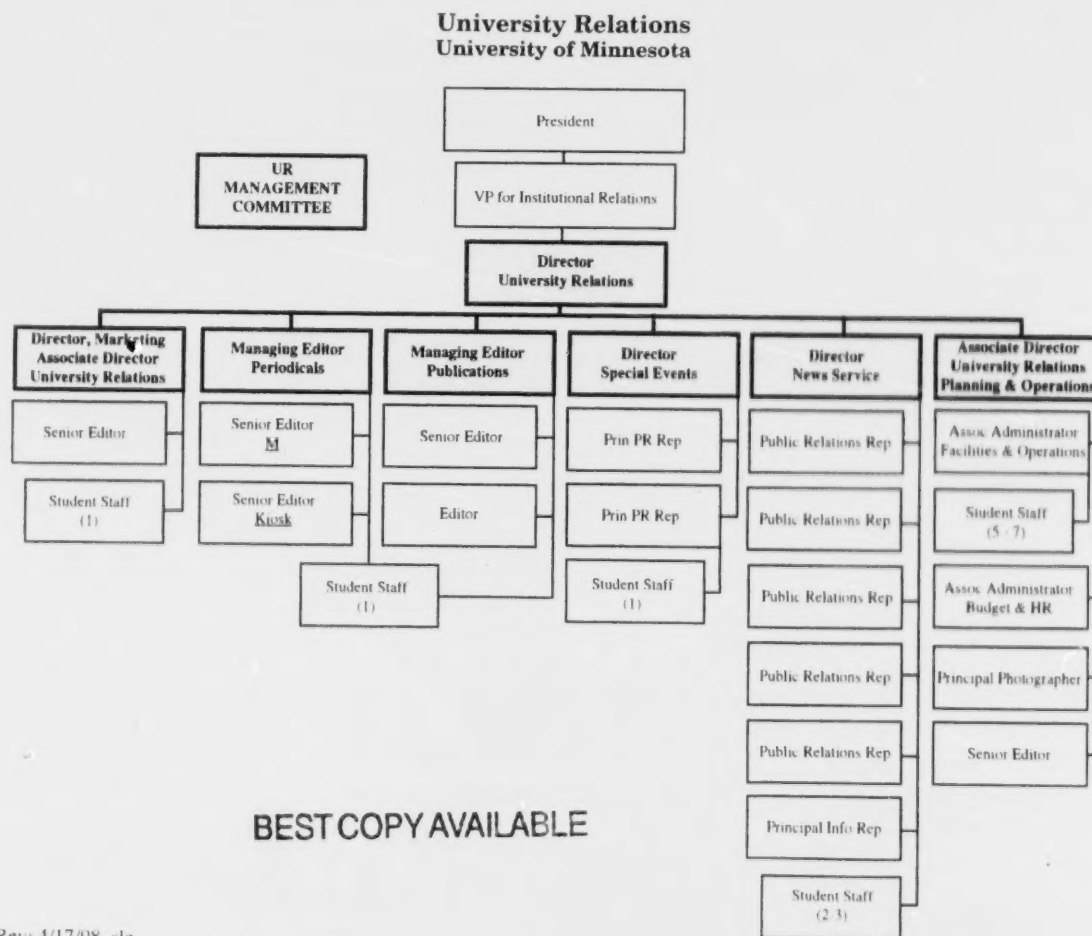
Public Relations

Public relations, as the term implies, is concerned broadly with the institution's relations with its publics, including but not limited to the definable kinds of groups that concern other areas of advancement (eg., donors, alumni, visitors, parents). For this reason, it is the most overarching external relations function within institutional advancement and often (as accompanying organizational charts show) has a direct reporting relationship to the president, alongside institutional advancement.

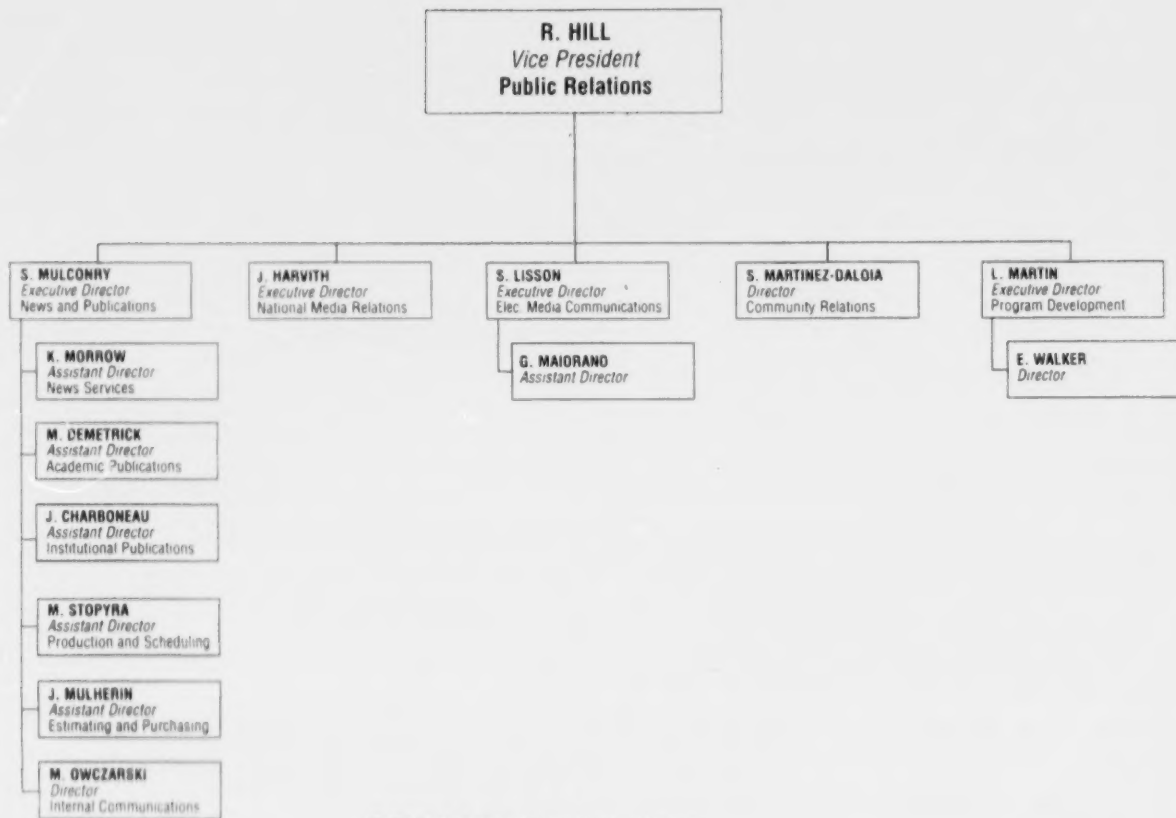
To the uninitiated, public relations is synonymous with publicity and/or media relations. In reality, those functions are components of an activity that at many institutions is expected to provide public relations counsel to top administration, strategize on crises and issues, and serve as the keeper of the institution's image — plus handle day-to-day interaction with news media.

Other communications functions are often placed under the public relations umbrella, such as community relations, internal communications, special events, publications, and government relations. At a small institution, these other responsibilities may be divided among a handful of staff members; at larger institutions the overall public relations (or more commonly, university relations) function is divided into sub-units charged with handling the various responsibilities. Marketing may exist either as a component of the public relations office or, increasingly, as a separate and parallel unit under institutional advancement.

University of Minnesota
University Relations Organizational Chart



Syracuse University
Public Relations Organizational Chart



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Syracuse University

**ASSOCIATE VICE CHANCELLOR/EXECUTIVE
DIRECTOR OF UNIVERSITY COMMUNICATIONS**

Effective 08/96

Office of University Communications/Public Affairs
Washington University in St. Louis

JOB DESCRIPTION

The Associate Vice Chancellor/Executive Director of University Communications reports to the Vice Chancellor for Public Affairs and is responsible for the planning and implementation of public affairs strategies and programs of the national and international news programs for the Hilltop and Medical Campuses of Washington University, for development of local and regional news, for broadcast services, for internal communications, and for sports information.

The Associate Vice Chancellor/Executive Director of University Communications represents the Vice Chancellor for Public Affairs and manages the division when that individual is absent from the office.

The Associate Vice Chancellor/Executive Director of University Communications works in close cooperation with and support of the Associate Vice Chancellor/Executive Director of Medical Public Relations, Director of Medical Communications, Executive Director of Publications, Director of Photographic Services, and manages the Director of University Communications/Director, News & Information for Arts & Sciences, the Associate Director of University Communications/Director, News & Information for School of Business, the Director of Television News Service, the Sports Information Director and the Administrative Secretary for University Communications, and their respective staffs.

The Associate Vice Chancellor/Executive Director of University Communications will:

Assist the Vice Chancellor for Public Affairs in developing all aspects of the University's communications programs and activities; develop and market effective, positive relations with administrators, deans, department heads and faculty on the Hilltop and Medical campuses. Create a climate of mutual trust and confidence; communicate the importance and necessity of public understanding and support for achieving the objectives of all schools.

With the Vice Chancellor for Public Affairs, establish public relations objectives, strategies and action plans to achieve objectives through external and internal communications and community relations; prepare timetables for implementation; analyze effectiveness of activity; introduce adjustments as needed to achieve stated objectives.

Direct the activities of the University Communications staff; prepare annual budget recommendations; supervise expenditures; provide periodic evaluations of staff performance; interview and recommend candidates to fill vacant staff positions as needed; provide periodic reports on the status of projects and activities.

Supervise the editing, writing, (including interviews, research, story approvals, etc.) and marketing of news features material intended for nationally, internationally, regionally and locally important newspapers, popular magazines, science and medical magazines, wire services, feature services, and electronic media, and supervise the production of the *Washington University Record*.

Washington University in St. Louis

**Associate Vice Chancellor/Executive Director of University
Communications Job Description**

Conduct ongoing evaluations of the effectiveness and methods for improvement of University communications; maintain active contact with Washington University's national media consultants, including planning and supervising of joint initiatives, management and tracking of inquiries and direction and evaluation of all consulting and vendor services. Develop and maintain contacts with key writers and editors of all media, especially targeted cities media throughout the nation.

Manage news features assignments through regularly scheduled meetings including feature writing activity taking place within each of the following offices: University Communications, Washington University Record, Washington University Magazine, Publications, and Medical Public Relations.

Meet weekly with all staff regarding their beats, make reporting assignments, insuring that client needs are met.

Perform any other appropriate tasks as assigned by the Vice Chancellor for Public Affairs.

QUALIFICATIONS

The Associate Vice Chancellor/Executive Director of University Communications should possess:

A college or university degree, preferably in journalism or communications.

At least five years of professional experience managing a major public relations office with a demonstrated record of success; a thorough knowledge of planning and decision making; management of budget function and staff; a demonstrated knowledge media requirements and operation; demonstrated skills in writing and editing;

Ability to plan, organize, and administer a total communications program and all related services and products.

Ability to work well with others and to supervise their work as needed.

Ability to work effectively with faculty and administration.

A solid understanding of and commitment to highest professional public relations standards.

A commitment to work within the University's established organizational structure.

A commitment to independent higher education in general and to Washington University in particular.

Washington University in St. Louis

Associate Vice Chancellor/Executive Director of University Communications Job Description

BOWDOIN COLLEGE

OFFICE OF DEVELOPMENT AND COLLEGE RELATIONS

Position Description

Associate Vice President/Director of Public Affairs

Reporting to the Vice President for Development and College Relations, the Associate Vice President/Director of Public Affairs has primary responsibility for the planning and organization of the College's public affairs program, including media relations, publications, community relations, government affairs, and is the architect of the College's public relations program in all matters, including public aspects of Bowdoin's site on the World Wide Web.

The Director is responsible for the development of an annual comprehensive strategic communications plan for the College, and is expected to provide continuing evaluation of the Office's efforts in implementing that plan, including periodic reports on the Office's activities. He/She will be responsible for budgets and programs relating to public relations and publications, community relations and government affairs functions, and for the budgets of persons reporting to him/her.

The Director interacts extensively with, and serves as a key resource to the Vice President for Development and College Relations, the President of the College and other senior officers of the College, offering counsel on matters with public relations, community relations and government affairs implications. He/She also is responsible for coordinating the College's response to those matters requiring a public statement of institutional position, and serves as the College's official spokesperson when necessary.

The Director has oversight of the College's Summer Programs operations and Events office, which includes Commencement, Parents Weekend, and other large public functions of the College. He/She is expected to have extensive interaction with the Director of Facilities Management and other senior managers at the College in the performance of his/her duty. He/She also works closely with the Editor of Bowdoin Magazine to determine themes and key messages to alumni and friends of the College.

The Director is a member of the Operations Staff of the Office of Development and College Relations, and plays a central role in the formulation of plans and policies relating to the College's overall constituency relations programs. The Director participates in meetings of the President's Senior Staff and is expected to engage in discussions related to the overall management of the College.

Bowdoin College

**Associate Vice President/Director of Public Affairs
Job Description**

Position Description
Page 2.

The Director of Public Affairs has overall supervision of all employees in the Office of Public Affairs including professional staff, support staff, and casual and student labor.

The Director is an integral member of the College community, and as such, is expected to familiarize himself/herself with all areas of academic and student life. He/She also is expected to be a visible, dynamic, and involved participant in the life of the Bowdoin community, working cooperatively with other offices and individuals of the College to communicate the character and breadth of the Bowdoin experience to external constituencies.

Basic Skills Required

A Bachelor's degree is required. Candidate should have five to ten years of increasingly responsible experience in the field of public relations, marketing, communications, or a related field. Excellent writing ability, strong human relations skills, and demonstrated ability to work effectively in a team environment are essential. Prior supervisory experience and a familiarity with higher education -- especially the character and culture of selective private institutions -- are preferred. First-hand familiarity with various facets of marketing and communications, including contemporary publications and graphic design principles, is strongly desired. Some travel is required.

WAT:1/16/97

Bowdoin College

**Associate Vice President/Director of Public Affairs
Job Description**

BOWDOIN COLLEGE

Office of Development and College Relations

Job Description

Assistant Director of Public Affairs

Reporting to the Associate Vice President/Director of Public Affairs, the Assistant Director will be part of a four-person team of communications professionals, including the Director, the Director of Publications, and the Sports Information Intern.

Major responsibilities will include writing periodic news releases regarding College news, events, and announcements; coordination of a weekly employee newsletter, including writing and layout; assistance with on-going media, government and community relations projects; assistance with and some oversight of electronic communication, including the College's site on the World Wide Web; occasional writing and research for the alumni magazine; and other projects to be designated by the Director.

The Assistant Director must be poised and articulate. He/She must also possess excellent writing skills, enthusiasm and creativity, an aptitude for design, desktop publishing experience, and have experience with on-line communications. A bachelor's degree and three to five years of experience in journalism, public relations, or a related field is required. Also required is a high level of organizational ability, familiarity and facility with computers (preferably Macintosh computers), and a demonstrated ability to work as part of a team in a fast-paced environment. Editing and proofreading skills and experience with the news media are strongly desired.

The Assistant Director will be expected to travel on occasion, to participate in some evening and weekend events and projects, and to become familiar with the academic and student affairs programs of the College. He/She will also be expected to be on-call from time to time to handle inquiries from the news media.

(Writing samples required)

Bowdoin College

Assistant Director of Public Affairs Job Description

Lawrenceville School

DIRECTOR OF COMMUNICATIONS: ROLE AND RESPONSIBILITIES

ROBERT H. WHITE — 2/13/98

The role of the Director of Communications is

- 1) to ensure that major Lawrenceville publications and other communications properly support strategic efforts — fundraising, student recruitment, alumni and parent relations, and public relations — essential to sustaining the school's competitive position and long-term strength;
- 2) to consolidate School publications, fundraising communications, media relations, and publicly-accessible electronic communications (i.e. the Lawrenceville web page) in one coordinated effort that allows Lawrenceville to address its various audiences with a unified voice. (Lawrenceville's Chief Financial Officer manages the School's relations with the local community.);
- 3) to reduce unnecessary or redundant communications;
- 4) to ensure that all school communications — in print or otherwise — are of excellent quality and are produced in the most cost-effective manner.

Reporting to the Head Master, the Director of Communications, supports and guides five principal administrators — the Head Master, the Director of Development (and her sub-directors in capital giving, annual giving, parent giving, and alumni relations), the Dean of Admission, and the Director of College Counseling — in communicating essential messages to their respective constituencies.

The Director manages one design/production/website professional, one administrative assistant/class notes editor, and works with a number of freelance photographers, writers, and designers. Major assignments include the alumni magazine (4 issues a year); the admission catalog; student, faculty, and parent handbooks; the facebook; newspaper ads. for the admission office; annual fund mailings, and media relations.

Recent accomplishments include a complete revision of the admission catalog; the creation of a campus-wide visual identity through a new stationery program; a major report to donors re the \$133-million Leadership Campaign; the complete revision of the alumni magazine; the creation of a new visual identity for The Lawrenceville Fund; establishing entirely new procedures for the Facebook and ID cards; the creation of a new events calendar; the publication of a new lectures pamphlet; the re-design of the Parent-to-Parent, Student, and Faculty Handbooks.

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Lawrenceville School

Director of Communications Job Description

FROM 1989

UNIVERSITY OF MINNESOTA

Director University Relations

Position Announcement

Applications and nominations are invited for the position of Director of University Relations at the Twin Cities campus of the University of Minnesota. University Relations is the primary communications office for central administration and the Twin Cities campus. It has a staff of 30, in four sections: University News Service, Publications, Special Events, and Planning & Operations. Each section is headed by an assistant director.

This is a 12-month academic/administrative appointment, renewable annually. Salary is commensurate with the candidate's qualifications and experience; a competitive compensation and benefits package is available.

Overall Objectives

To promote communication and understanding among the University and its external and internal constituencies by providing leadership in formulating and carrying out communications planning.

Reporting Relationships

The director reports to the vice president for external relations and works directly with the president and other vice presidents.

The vice president for external relations also oversees the units responsible for development and alumni relations, federal relations, state relations, and relations with other Minnesota higher education systems.

Responsibilities

To central administration:

- Act as chief communications and public relations adviser to the president and other central officers. Analyze and interpret public opinion and provide advice on how proposed actions may be perceived by the public, the news media, the campus community, and others.
- Act as chief public information officer of the University. Develop and seek support for comprehensive plans to report, explain, and interpret the University's mission, policies, plans, actions, and achievements to internal and external audiences via printed, electronic, and person-to-person means. Establish goals, objectives, and evaluation criteria. Anticipate and respond to public inquiries, concerns, and criticism.
- Provide knowledge and leadership in related areas such as community relations, marketing, advertising, opinion research, and use of technology for communications purposes.

To University Relations:

- Lead, plan, coordinate, evaluate, and participate in the functions of the department.

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University of Minnesota

Director of University Relations Job Description

Responsibilities (cont.)

- Supervise four assistant directors, and maintain active communication with the entire staff.
- Build an environment in which staff members are encouraged to use their creativity and improve their skills, and in which strong performance is rewarded.

To the campus communities:

- Develop shared vision for effective University-wide communications plan.
- Lead systemwide and Twin Cities campus communications efforts toward orchestrated action and high professional standards within limits inherent in a large decentralized university.
- Maintain strong relationships with Health Sciences Public Relations and other collegiate communications units on the Twin Cities campus and on the coordinate campuses in Crookston, Duluth, Morris, and Waseca.

Qualifications

- Demonstrated leadership skills in a complex organizational setting.
- At least five years managerial experience in a complex organization with responsibility for directing a comprehensive and successful program of communications and/or public relations.
- Superior planning, strategic thinking, and motivational skills.
- Superior communication skills, including writing and public speaking.
- Experience with or clear understanding of the mission, values, organization, and methods of operation of a public land-grant university.
- Knowledge of public concerns and issues in Minnesota.
- Demonstrated experience in at least four of the following areas: communications planning and evaluation, media relations, publications, events, strategic public relations planning, public information campaign planning, marketing, and advertising.
- Bachelor's degree required. Advanced degree(s) preferred.

The University of Minnesota is an equal opportunity educator and employer and specifically invites and encourages applications from women and minorities.

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University of Minnesota

Director of University Relations Job Description

**University of
Minnesota - Duluth**

DIRECTOR OF PUBLIC RELATIONS DUTIES:

- Direct news/public information and public relations program
- Establish and maintain good media relations
- Oversee faculty files for public relations purposes and experts lists
- Meet regularly with deans to learn about "good news"
- UMD liaison to Twin Cities public relations
- Send out press releases and direct press conferences
- Create, coordinate and supervise television "spots" featuring UMD which are aired during UMD hockey games
- Assist with World Wide Web/Internet connections for University communications
- Emergency preparedness team member
- Primary contact, emergency closing
- Team member for commencement and other projects of UMD University Relations
- Promote UMD every day and in every way
- Other work-related duties as assigned

**University of Minnesota - Duluth
Director of Public Relations Job Description**

SUPERVISORY/TECHNICAL POSITION DESCRIPTION

TITLE: MANAGER OF PUBLIC RELATIONS - AFSC&ME 1917 - LEVEL V

FUNCTION: Conducts media relations for the College. Coordinates the institution's visibility in the community.

RESPONSIBILITIES:

- Manages media relations for the College.
- Establishes measurable goals for programs that advance the College's relationships with the media.
- Assists with the creation and implementation of programs for key constituencies that establish and cultivate positive relationships that benefit the College.
- Helps support community outreach activities of the leadership team at the College.
- Coordinates the College's Speaker's Bureau, as a service to community organizations and as a means for proactively identifying and securing important opportunities to communicate the College's messages.
- As needed, plans, writes and oversees the production of publications targeted to these external audiences.
- Continually searches for new opportunities to position the College in the community, in accord with the strategic direction set for the College.
- Shares responsibility for improving and maintaining the College's identity with the community, providing a contact for communications for outside sources.
- Develops/implements media and public relations strategies that support the College's marketing initiatives.
- Performs other duties as assigned.

SUPERVISION RECEIVED: General direction and supervision from the Vice President of Marketing and Enrollment Services.

SUPERVISION GIVEN: Provides direction to full-time and part-time staff as assigned.

EDUCATION: Bachelor's degree in communications, public relations, journalism, management, or a related field.

EXPERIENCE: Five years direct public relations experience, preferably in community relations, public relations, alumni relations.

KNOWLEDGE, SKILLS, AND ABILITIES: Must be able to represent the institution with precision and diplomacy. Excellent writing and oral communication skills essential. Thorough understanding of the media, communications, public opinion management, and program implementation. Must be able to work effectively with people, possess good interpersonal skills, be results focused, able to organize tasks and establish priorities, strong program development and implementation skills, able to work productively in teams and able to work independently with minimal supervision. Ability and willingness to work under flexible time schedule with a wide variety of socioeconomic groups.

**Macomb
Community College**

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Macomb Community College Manager of Public Relations Job Description

UNIVERSITY OF MINNESOTA

Associate Director University Relations Planning & Operations

Job Description

General:

This position reports to the Director of University Relations and assists the director in all aspects of the department. The Associate Director is specifically responsible for the Planning and Operations unit and assumes responsibility for the overall management of the department in the absence of the director.

Specific Duties:

- ☐ Serve as a member of the department management team
- ☐ Supervise department budgeting and planning
- ☐ Supervise and evaluate department administrator and photographer
- ☐ Assist director in establishing and implementing department policies
- ☐ Undertake special projects as assigned
- ☐ Represent department on University committees as assigned
- ☐ Assist director in setting department direction
- ☐ Other duties as assigned

University of Minnesota

Associate Director, University Relations Job Description

SUPERVISORY/TECHNICAL POSITION DESCRIPTION

TITLE: SENIOR PUBLIC RELATIONS COORDINATOR -AFSC&ME 1917- Level III

FUNCTION: Responsible for creating messages and developing copy that enhances the College's reputation, resource development and recruitment efforts. Works with all units of the College to develop and maintain effective internal and external communications.

RESPONSIBILITIES: Assists in implementing the College internal and external communication program. Develops themes, gathers and analyzes information and writes publications that will enhance the College reputation and recruitment (e.g. annual report to the community, occupant mailers). Gathers and analyzes research documentation for use in speeches, publications, surveys and presentations. Produces copy for internal and external College newsletters. Participates in planning, developing themes, writing brochures, reports, and other communications. Serves on committees. Assists in the development and staging of special events. Performs related duties as assigned.

SUPERVISION RECEIVED: Reports to the Manager of Editorial and Communication Services.

SUPERVISION GIVEN: Provides assistance and direction to full and part-time support staff.

EDUCATION: Bachelors degree or equivalent education in communication, public relations, journalism, English or related area.

EXPERIENCE: Three years of experience in public relations, journalism or advertising including experience in the use of a 35mm camera, a working knowledge of darkroom operations in the production of Black/White photography, and a working understanding of graphic processes. Must be familiar with the requirements of the news media and be able to respond appropriately to media requests.

KNOWLEDGE, SKILLS, AND ABILITIES: Must have excellent written and verbal communications skills. Must have demonstrated ability to prepare effective copy for publication. Must be able to provide clear directions and to elicit precise information from others. Must be well organized and oriented toward detailed accuracy. Must be able to work effectively with others.

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Macomb
Community College

Macomb Community College

Senior Public Relations Coordinator Job Description

University of Michigan

University Relations

Associate Vice President for University Relations

Lisa Baker

June 1996

Lisa Baker oversees and has management responsibility for News and Information Services, Presidential Communications, University Development & Events, as well as Marketing Communications. She is responsible for the supervision of these units and also acts as an official spokesperson for the University. She is also responsible for a number of specific communications initiatives, both inside and outside of the University community.

University of Michigan

University Relations Office Description

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**Media Relations/Marketing Communications/Events
Presidential Communications
2028 Fleming Administration Building
Ann Arbor, Michigan 48109-1340**

Lisa Baker, Associate Vice President for University Relations
lbaker@umich.edu

3-5800

Donna Spencer, Secretary,
dlsponce@umich.edu

6-5192

This office oversees and has management responsibility for the president's communications, media relations for the University and the president, the office of Marketing Communications, and the office of University Events. Each of these areas are described in detail in this briefing book.

Our office handles most of the spokesperson duties for the University, providing an official response on key administrative matters. This responsibility is a shared one, obviously, but most media calls on administrative issues are referred to this office.

We counsel the president on media relations and more broadly on public relations generally, and are the liaison with the media on behalf of the president. We provide briefings in advance of media visits.

This office arranges selected appearances for the president, and handles the writing of remarks for occasions that range from Rotary speeches to addresses to the faculty. We also routinely write and place op-ed pieces.

Our office is responsible for a great many University events, described in detail in this document. There is a great deal of interaction with the president and his/her spouse, on events that are as large and complex as Spring Commencement to more intimate gatherings such as the Faculty Awards Program.

Marketing Communications is the University's in-house graphic design service and produces nearly 700 products each year. This office also counsels units on their overall marketing strategy and works to ensure some degree of University identity and common standards.

University of Michigan

University Relations Office Description

News & Information Services is the clearinghouse for the media on a daily basis at the University, and is responsible for communicating information about our programs, research, and faculty, staff and student activities to internal and external audiences through the media. This office is also responsible for the production of two major publications, the University Record and Michigan Today.

We monitor national rankings and work closely with the office of Academic Planning and Analysis on preparing a great many survey responses, particularly the annual U.S. News and World Report rankings.

Our office handles market research and recently completed nine focus groups in the State of Michigan; we look forward to sharing the report with you and briefing you on it and its implications. We also have conducted other market research which we would be pleased to discuss.

We handle the production of the University's public service announcements for basketball and football half-time, and we are currently working on a new spot for football.

We work very closely with other areas of the campus, particularly on media relations. These areas include Athletics, the Medical Center, and Public Safety.

Each of us looks forward to working with you during the coming months.

University of Michigan

University Relations Office Description

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**SYRACUSE UNIVERSITY
CLASSIFICATION DESCRIPTION**

ISSUED: 5/14/84, revised 5/14/84, 11/1/85, 11/21/88, 6/28/93

SUPERSEDES: Director University Publications, Director Publications Services,
Director News Bureau, Director Publications Client Services, Director News
Services

TITLE: Executive Director News and Publications **JOB CODE:** 6319-50

BASIC FUNCTION AND RESPONSIBILITY:

To plan, direct and manage the operational activities of the university's local and national media relations effort

CHARACTERISTIC DUTIES:

Plan, direct and manage the operational activities of the university's local and national media relations effort
Respond to inquiries from the local and national news media
Direct the timing and maintain credibility of news releases
Communicate with university, college and departmental administrative officials regarding media strategies and story development
Serve as liaison between the university and the media
Review and approve expenditures and maintain departmental budget records
Develop budget request and written narrative
Review and evaluate performance of support staff
Interview, and recommend the employment of support staff

SUPERVISION RECEIVED

Supervision is received from the director of public relations

SUPERVISION EXERCISED

Administrative supervision is exercised over 1-5 exempt and non-exempt support staff

QUALIFICATIONS

A bachelor's degree and/or an equivalent combination of education and experience is necessary
Considerable experience in reporting, editing and writing is necessary
Considerable knowledge of the university and its activities is desirable

This description shall not be construed as declaring what the specific duties and responsibilities shall be. It does not limit the supervisor's right to assign, direct and control work of a similar nature and kind.

Syracuse University
Executive Director News and Publications Job Description

**SYRACUSE UNIVERSITY
CLASSIFICATION DESCRIPTION**

ISSUED: 2/6/95

SUPERSEDES:

TITLE: Executive Director National Media Relations

JOB CODE: 6835-48

BASIC FUNCTION AND RESPONSIBILITY:

To develop and manage a comprehensive national media relations program for the university

CHARACTERISTIC DUTIES:

Develop and manage a comprehensive national media relations program for the university
Visit national media representatives regularly and promote stories about the university
Oversee continuing communications needs and ongoing progress of all communication projects including time tables for and with university officers
Plan agendas and chair meetings of editorial board for television programs with various officers
Act as consultant and offer input on prepared materials and proposed public relations plans
Create ideas for conference, special events, and plans that can be used to promote the university
Serve as an administrator/member of the university's public relations council.
Monitor other print media, contact media outlets and serve as a member of emergency management team.
Encourage university officers to author op-ed pieces for major media outlets.
Review expenses, maintain budget records and develop budget recommendations
Interview and recommend employment of support staff
Train and instruct support staff on methods and procedures

SUPERVISION RECEIVED

Supervision is received from the vice president of public relations

SUPERVISION EXERCISED

Functional and administrative supervision is exercised over 1-5 exempt and non-exempt support staff

QUALIFICATIONS

A bachelor's degree and/or an equivalent combination of education and experience is necessary
Extensive experience in writing for national media and public relations is necessary

This description shall not be construed as declaring what the specific duties and responsibilities shall be. It does not limit the supervisor's right to assign, direct and control work of a similar nature and kind

Syracuse University

Executive Director National Media Relations Job Description

UNIVERSITY OF MINNESOTA

Director, University News Service University Relations

Position Announcement

The University of Minnesota is seeking an energetic, organized, and creative communications professional to head the University News Service.

The University News Service was established in 1922 for the purpose of "interpreting the activities and services of the University to the public." Today, it is the primary point of access to the University of Minnesota for international, national, and local media and is responsible for promoting the teaching, research, and outreach programs of the University by implementing a planned, proactive media relations program. It currently generates more than 5,000 media mentions per year. The director manages six staff and reports to the director of University Relations.

Candidates for this position must have a bachelor's degree and at least seven years' progressively responsible experience in media relations and/or journalism. The successful candidate will be able to demonstrate:

- extensive knowledge of the news business and emerging media technologies
- a clear understanding of public policy issues facing higher education and the complexities of a land-grant, research university
- the ability to react quickly and deal successfully with sometimes conflicting objectives in a very open and public environment
- the ability to motivate and guide staff and to work effectively as a team member
- excellent writing, editing, and speaking skills

* This is a 12-month professional academic/administrative appointment, renewable annually. Salary is commensurate with the candidate's qualifications and experience; excellent benefits.

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The University of Minnesota is an equal opportunity educator and employer.

University of Minnesota

Director, University News Service Job Description

UNIVERSITY OF MINNESOTA

Director, University News Service University Relations

Job Description

General:

This position reports to the Director of University Relations, manages the University News Service and its staff, and assists the director in setting and implementing News Service policies, which include researching and reporting University news, working with local and national news media and coordinating efforts of other University units in their efforts to report University news.

Specific Duties:

- ☐ Serve as a member of the department management team
- ☐ Supervise News Service staff
- ☐ Remain current on issues and news reports with potential impact on the U of M
- ☐ Identify potential news stories and news sources on campus; gather University news
- ☐ Keep records of University stories as printed and broadcast
- ☐ Prepare and disseminate news releases and administration communications as assigned
- ☐ Maintain meaningful contact with various media outlets, facilitating stories
- ☐ Advise, guide and train various University "clients" on effective methods of communicating the news

University of Minnesota

Director, University News Service Job Description

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**SYRACUSE UNIVERSITY
CLASSIFICATION DESCRIPTION**

ISSUED: 10/7/88

SUPERSEDES:

TITLE: Executive Director Electronic Media Communications **JOB CODE:** 6830-49

BASIC FUNCTION AND RESPONSIBILITY:

To direct the production of the university's high end electronic media communications as they relate to admissions, development and publications.

CHARACTERISTIC DUTIES:

Direct the production of the university's high end electronic media communications as they relate to admissions, development and publications.

Supervise implementation of the public relations/admissions initiative

Supervise production of video communications

Oversee the planning, producing, scripting and post-production of major projects

Oversee remote productions

Oversee the budget, maintain budget records and approve expenditures

Interview, select and review the performance of support staff

SUPERVISION RECEIVED

Supervision is received from a vice president

SUPERVISION EXERCISED

Functional and administrative supervision is exercised over 16-25 exempt and non-exempt support staff

QUALIFICATIONS

A bachelor's degree in broadcast/video production and/or an equivalent combination of education and experience is necessary.

Considerable experience in video production management, public relations/media relations is necessary.

This description shall not be construed as declaring what the specific duties and responsibilities shall be. It does not limit the supervisor's right to assign, direct and control work of a similar nature and kind.

Syracuse University
Executive Director, Electronic Media Communications
Job Description

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**SYRACUSE UNIVERSITY
CLASSIFICATION DESCRIPTION**

ISSUED: 3/9/83, revised 4/9/85, 8/5/86, 10/18/88

SUPERSEDES:

TITLE: Director Community Relations

JOB CODE: 6344-48

BASIC FUNCTION AND RESPONSIBILITY:

To develop and implement a community relations program, drawing on the administration, faculty and resources of a variety of academic and administrative units

CHARACTERISTIC DUTIES:

Develop and implement a community relations program, drawing on the administration, faculty and resources of a variety of academic and administrative units
Design public relations programs targeted at community, civic, and local government entities to support consensus-building activities on behalf of university projects that impact upon local community
Respond to community inquiries, complaints and problems. Prioritize community requests for contributions/donations.
Organize Campus community events, sponsored by both the university and community groups, i.e., "Sunday in the Park", "Community Day", and "Summer Fest"
Attend city, county and local community meetings
Act as liaison between the university and the community.
Place community-related events in campus tabloids and with the local media
Coordinate with university departments, specialized campus tours for community groups including high schools, middle schools, elementary schools and senior citizens. Develop promotional materials
Develop budget recommendations and prepare written narrative
Train and instruct support staff on methods and procedures

SUPERVISION RECEIVED

Supervision is received from the vice president of public relations

SUPERVISION EXERCISED

Functional and administrative supervision is exercised over 1-5 non-exempt support staff

QUALIFICATIONS

A bachelor's degree and/or an equivalent combination of education and experience is necessary. Considerable experience in public relations in a community office or governmental agency is necessary.

This description shall not be construed as declaring what the specific duties and responsibilities shall be. It does not limit the supervisor's right to assign, direct and control work of a similar nature and kind.

**Syracuse University
Director, Community Relations Job Description**

Coordinator of External Web Communications

Reporting to the Associate Vice President / Director of Public Affairs, the Coordinator of External Web Communications (CEWC) is responsible for the planning, implementation, and maintenance of Bowdoin College's external electronic communications, including the organization, appearance, content, and currency of official and high level Web pages utilized most frequently by prospective students and their families, alumni/ae, parents of current students, and the general public. In addition, the CEWC is charged with apprising the institution of new technologies, developments, and opportunities associated with the World Wide Web and related technologies in the realm of electronic communication.

The CEWC will train and supervise a staff of 2-3 students during the academic year, and will work closely throughout the calendar year with a team of communications professionals including the Associate Vice President / Director of Public Affairs, the Director of Publications, the Editor of Bowdoin magazine and Director of Communications Projects, the Assistant Director of Public Affairs, and the Sports Information Director. In addition, the CEWC will consult with the departments of Admissions and Alumni Relations on their external communications programs and with Bowdoin's Department of

Computing and Information Services on the development of standards, templates, and procedures for use by other academic and administrative departments seeking to expand their presence on the Web.

The CEWC will work to ensure consistency, unity, and complementary design and content with Bowdoin's publications and communications vehicles while capitalizing on opportunities unique to electronic communication. He/she will also periodically evaluate Bowdoin's site on the World Wide Web and propose changes to its organization, content, appearance, and interactivity that respond well to the needs and preferences of the principal target audiences.

Position requirements include a bachelor's degree and two or more years of professional experience in a related field; strong creative abilities; excellent written and oral communication skills, including copy editing; familiarity with multiple computing environments including Macintosh, Windows, and UNIX; and experience with World Wide Web hardware and software. Additional requirements include strong programming skills HTML and CGI scripting; supervisory experience and the ability to train and lead students in all facets of Web development and maintenance; and the ability to work well with people from different areas of the College in a collaborative or team academic environment.

Preferred skills include programming experience in such languages as Perl, C, Java and Javascript; a working knowledge of graphic design and graphic design tools and techniques; and an understanding of the mission of a liberal arts institution and higher education marketing.

Bowdoin College

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Bowdoin College

Coordinator of External Web Communications Job Description

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JOB DESCRIPTION

BOWDOIN COLLEGE

Job Title: Coordinator of Web Services

Department: Computing and Information Services (CIS)

Date:

Reports to: Director of CIS

Senior Officer Approval:

Editors Note: This web services position was not funded, but the job description/rationale are included as a guide in developing similar positions.

Job Summary: The Coordinator of Web Services is responsible for the central planning, development and implementation of the Bowdoin College World Wide Web services. Bowdoin web services include both an external (public) web site and an emerging internal (private) web site. The Director of Web Services will lead a collaborative effort charged with providing dynamic, attractive, responsive, timely and useful web services to both the public and private web audiences. The external web site provides information and resources of interest to Bowdoin students and their families; faculty; staff; alumni/ae and their families; prospective students and their families; and others world-wide. An internal web site is in the formative stages of its development. The Director of Web Services will be responsible for organizing, developing and expanding the role of an internal web site to integrate existing services and to provide new information and services for students, faculty, and staff. In addition to working closely with advisory groups, students, faculty, and staff, the Director will be required to coordinate and collaborate with the Office of Admissions, Office of Communications, Office of Alumni Relations, Academic Computing and User Services, Administrative Computing, the Library, the Walker Art Museum, the Arctic Museum and other College departments. Other responsibilities will include:

- coordinating and organizing a diverse and complex array of web servers and software into a single and unified web presentation
- providing vision and leadership in the creation of new and responsive web services for both external and internal clients such as: implementing electronic collaboration and communication tools to broaden communications between faculty students, and staff; or improving communications among alumni
- working closely with the Office of Communications and others to develop design and style criteria and to advance the image of Bowdoin College through electronic publications
- working closely with the Office of Development to provide information and resources to alumni and friends of the College through electronic publications and services
- working closely with the Office of Admissions to provide information and resources to prospective students, their families, and others through electronic publications and services
- working closely with the Library to provide information and resources to students, faculty, researchers, local community members, and others through electronic media and services
- monitoring the World Wide Web to keep the Bowdoin apprised of emerging technologies and web development issues
- supervising students who will develop web pages and applications, assist departmental web page writers, and perform daily updates of data
- working with administrative programmers to integrate sophisticated database applications
- developing, in collaboration with others, Bowdoin web services policies, procedures, and service descriptions
- providing on-going support and technical expertise in web services for the web contributors
- assessing and planning resource needs and managing server environments
- ensuring that all departments of the College have an effective web presence

Bowdoin College

Coordinator of Web Services Job Description

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Requirements: The Director of Web Services requires a broad range of skills that includes:

- a Bachelor's Degree and 5 or more years of experience in a related field
- excellent written and oral communication skills
- experience with the World Wide Web hardware and software and the management of servers and software (UNIX experience desirable, Digital UNIX and Netscape Communications Server experience preferred)
- familiarity with multiple computing environments including UNIX, Windows, and Macintosh
- supervisory experience and the ability to train and lead students in all facets of web site development and maintenance
- creativity
- the ability to work well with people from all levels of the College in a collaborative or team academic environment to accomplish goals, build consensus, and meet project deadlines
- preferred: a working knowledge of and an appreciation for graphic design and graphic design tools and techniques
- preferred: strong technical skills including: strong programming skills in languages such as Perl, C, HTML, Java, Javascript and UNIX shell code; experience in developing complex database applications; UNIX systems management experience; and an good understanding of network and Internet technologies

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Bowdoin College
Coordinator of Web Services
Job Description

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INTRODUCTION

In a remarkably short period time, the World Wide Web (WWW) has changed the way people communicate and conduct business. In the evolution of computer based communications, web based applications and hypermedia follow email as the application with the greatest potential for changing the way we communicate and present information. The dynamic growth and the corresponding explosion of new web technologies reaches into every department and touches every user. This presents enormous challenges and opportunities. The ubiquitous nature of web technology will offer a web interface to countless existing and new applications; the distributed nature of web development permits and even encourages web programming (e.g. creating personal or department web pages) by all users. These two characteristics result in a web environment which is chaotic, risky, powerful, and fascinating - and at Bowdoin, virtually uncontrolled. We see the immediate need for an individual to coordinate all web development.

THE WORLD WIDE WEB

The web is unique in many ways but its basic attraction is as a means of presenting information in a hypermedia format. A web screen can include text, images and sound, and hot links to text, images and sound which reside in files stored on any of millions of computer nodes on the Internet. A web document is that collection of local information and links to remote files with links in turn to other remote files ad infinitum, thus creating the web. It is multi-media, it is instantaneous, and it is not bounded by time or space. The web is by its design and nature distributed, decentralized, democratic, spontaneous, and ad-hoc.

There is no precedent for the management of the broadly distributed institutional computing environment created by the web. It is a new environment which does not fit neatly into the conventional management hierarchies. It combines departmental needs, data access, electronic applications, and communications, with individual empowerment and creativity, technical acumen and public access. Individuals are eagerly becoming desktop publishers and web programmers for their departments. New and more efficient business processes are evolving, often proposed and sometimes designed by the department. A recent CLAC survey confirmed that other institutions are also struggling to coherently manage these disparate elements that demand control and autonomy. However, a number of schools have created new positions which are far more comprehensive and technical than the traditional notion of "Webmaster."

THE WEB AT BOWDOIN

While the College has been successful in creating a structured web presence, it was done as an additional task assigned to people who do not have the time, resources, or expertise to cope with burgeoning potential uses. This ad hoc "web staff" is often not able to keep pace with the increasing demand for new services. For example, prospective students expect to find more information on-line; alumni wish to locate other alumni by e-mail; off-campus colleagues want mailing addresses or phone numbers of College staff; alumni and others want to purchase Bowdoin logo items from the bookstore. Internal

Bowdoin College

Coordinator of Web Services Job Description

departments see the web as the best mechanism for delivering new services, and students, faculty, and staff seek new forms of campus-wide communication. Many departments have already begun to implement their own web solutions. However, without central control and vision, the web environment at Bowdoin may either fail to meet these needs and expectations or become fragmented and chaotic or both.

New and improved tools, dynamic and fresh ideas hold the potential for the addition of new Web features that will attract, hold, and serve all Bowdoin's public audiences. We are familiar with the web as public relations tool and information resource. Perhaps the most widely seen web application is the Bowdoin home page. Yet new features targeting external audiences have yet to be explored. For example, the many possible ways to communicate with or provide services for alumni. But the potential for web use goes beyond the well-known needs for an external web presence. We believe that the web will quickly become the electronic communication medium of choice for the *internal* audiences, too. An internal "web page" will be created this year which will provide a hub for internal applications and the distribution of information to the local college community, all using web technology. This hub will be the entry point to a new means of running administrative applications and accessing internal documents, reports or service requests using web forms.

We have already had many successes: the on-line directory; a web form for students to request network connections in their residence hall; the library's use of multiple web-based applications in the Library including as well the planned conversion of the on-line catalog interface to web format. A web form was developed to allow faculty and staff to submit professional activity to the dean; CIS uses the web to run a HelpDesk tracking system and to manage an inventory of College owned computer systems. This is only the beginning, however. Electronic white boards and collaborative tools may extend the classroom or the research lab to the web, too. The list of new internal business applications that might be delivered better via the web is staggering. Today, all manner of services are designed, delivered, and managed through the web. One of the most aggressive examples of reliance on web technology can be found at Stanford University, where the web has become the basis for the interaction between the students and the administration. Stanford students currently use the web to display and update information in their electronic student records, update addresses, register for classes, review grades, request an official transcript, review degree requirement status, add or drop courses, update which information in their record is public, apply for housing, and more. They can also establish a computer ID and an email account. Many, many departments offer services through a web interface and we believe this is the future.

STANDARDS

Just as with databases or central operating systems, the web is complex and its proper use requires a particular knowledge-base and adherence to standards. Many schools have allowed unsupervised students to create web documents and they are now suffering when it becomes necessary to maintain the student written web programs. The downside of being easy and distributed is that a web environment can be created which is virtually

Bowdoin College
Coordinator of Web Services
Job Description

unmaintainable...a programmer's nightmare. Using students for web development is an excellent use of a creative resource if they comply with standards for programming and documentation which are consistent with good program development and are used by everyone.

LOCAL CONTROL

The "database" model is an apt metaphor to describe the relationship between central web coordination and maintenance, and content control by users. Just as departments now "own" and control their administrative data, they will likewise "own" and control their web presence. In addition they may design and create them. For example the Office of Communications will have the same control over all information within its purview which is presented on the web, as they do information in print. Likewise Admission and the Library and Alumni Relations and any other department will have the same control over the content and presentation of their data. The coordinator's role will be to ensure that web developers adhere to *jointly agreed upon* standards for presentation and development, that information is kept current, and that the technical structure of web servers and linkages behind the scenes is maintained and operable. What will be required is a collaboration where each group's experts bring specific skills to the task at hand. In this way, some new collaborative environments will be built and the project success will be shared just as in the best examples of re-engineering, teams worked to re-build systems and processes.

COORDINATOR OF WEB SERVICES

We propose a new position, Coordinator of Web Services, which is charged with managing and organizing the College's world wide web technologies and campus-wide information services. The coordinator will create a new and expanding collaborative environment that will broadly provide the primary electronic communications vehicle for the campus. The coordinator will provide leadership, guidance, a design framework and the web tools that departments want and need *without* removing their ownership. The coordinator will work with an advisory group to set policies, and with others in the Bowdoin community to ensure that our web is consistent, polished, useful and exemplary. The coordinator will examine and select new technologies and be the on-campus knowledge-base and resource center for all web based activities. The coordinator would report to the Director of CIS and would have a staff of 3-4 students. We believe that this approach is forward thinking because it goes beyond the traditional views of a "webmaster" by addressing issues more broadly, by centralizing web design and technologies, by providing a central web resource center, and by encompassing emerging internal web technologies such as coordinated web access to institutional databases.

As envisioned, the coordinator of web services must have extensive technical knowledge. He/she will have to be programmer, teacher, designer, and coach. The need for strong technical skills cannot be overlooked as he/she will be expected to manage servers and web server software, design and code scripts, and develop secure database access tools. He/she must be comfortable in an environment where technological risk and change are

Bowdoin College

Coordinator of Web Services Job Description

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commonplace. He/she must be skilled in collaborative ventures and at the same time help to insulate the community from much of the risk.

This expanded role recognizes the major impact that web technology has had, and will have, by redefining electronic communications in a way which has become strategically important to the institution. This new technology and this new position is a prime example of a growth area requiring additional resources. It is our new campus network, our hundreds of new desktop computers and our high speed access to the Internet which has stimulated the community to rapidly embrace the world wide web. The expectation for service is there and we need the coordinator of web services to meet it.

Bowdoin College
Coordinator of Web Services
Job Description

High-tech PR Job Descriptions

Highlights of what electronic media staffers do on four campuses

1. Mastering the World Wide Web

Communication Coordinator for Electronic Media, Augsburg College

Job description: Provides information on college programs for posting on the Internet. Plans and maintains the college's World Wide Web and Internet presence and seeks out new public relations opportunities in electronic media.

Major duties:

- Collects, writes, edits, and helps design and format online information from throughout the college.
- Stays apprised of computer, network, multimedia, and other electronic media opportunities. This includes subscribing to journals, attending workshops, and looking for Internet story placement opportunities.
- With the director of information technology and the Web policy advisory group, helps formulate and enforce college Internet and Web use policies.
- Performs general college relations duties as the office workload warrants.

Experience required:

- Bachelor's degree in English, communications, journalism, or related field.
- At least 2 years' experience doing editorial work, public relations, or desktop publishing.
- Ability to use Internet tools and resources.

Reports to: Director of College Relations

Salary: \$15,000 (half-time position)

Reprinted from CASE *Currents* article
on webmasters, March 1997 issue.

**Augsburg College
Coordinator of Web Services
Job Description**

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2. Blending broadcast and Internet duties

Broadcast Coordinator at Arizona State University

Job description: Serves as central clearing point for information going to radio and television stations in the immediate market area. Develops relationships in the broadcast media. Develops and maintains the Web site for the university news bureau.

Major duties:

- Develops and writes stories of particular interest to radio and TV, and serves as site coordinator when those reporters come to campus.
- Maintains a library of campus video footage.
- Produces three radio feature feeds per week.
- Maintains the news bureau Web site, including posting news releases, maintaining online experts and speakers guides, and posting background information on the university.
- Runs the electronic news information system that sends out news releases via e-mail. Cultivates subscribers from the local and national media as well as alumni and the general public.

Experience required:

- Bachelor's degree and at least three years' experience in radio or television.
- Knowledge of news production, including the ability to run a video camera and edit video and audio.
- Ability to use computers and common applications including HTML coding, word processing software, and database programs.
- Ability to write news releases according to AP style.

Reports to: News Bureau Director

Salary: \$29,000-39,000

Reprinted from CASE *Currents* article
on webmasters, March 1997 issue.

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**Arizona State University
Broadcast Coordinator
Job Description**

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High-tech PR Job Descriptions

3. Web design and technical support

Advancement Web Developer at the University of Massachusetts Amherst

Job description: Engineers the development of electronic communications for university advancement, including Internet and Intranet applications, for all campus constituencies.

Major duties:

- Designs the university's electronic presence in close association with campus news and publications professionals.
- Oversees campus technical professionals in the setup and maintenance of electronic services.
- With other campus information providers, develops useful, easy-to-access, trustworthy, and up-to-date content for the services.
- Purchases equipment when necessary and directs its installation and configuration.

Experience required:

- Bachelor's degree in design, computer science, or related field.
- Three years of design experience.
- Familiarity with advanced HTML applications and UNIX- or Macintosh-based Web platforms.
- A strong background in photography is useful.

Reports to: Director of Publications,

Salary: \$25,000-30,000

Reprinted from CASE *Currents* article
on webmasters, March 1997 issue.

University of Massachusetts Amherst
Advancement Web Developer
Job Description

4. Leading a news service in all things electronic

Technology and Electronic Information Editor at Cornell University

Job description: Coordinates information services and technical support for the Cornell News Service. Gathers information from electronic sources such as news archives and databases. Prepares materials for printed and online publications. Writes news releases and responds to media inquiries.

Major duties:

- Serves as primary network administrator for the news service, providing technical support for the office computer network.
- Develops and maintains a news service Web site.
- Monitors emerging technologies for potential use in news and information management.
- Makes news service material available in electronic formats including the Web, list-servs, e-mail on demand, FTP, and gopher.
- Monitors online databases for Cornell citations.
- Writes news releases for general media and trade press. Maintains media contacts in areas of computers and technology.
- Assists in developing and maintaining an electronic database of Cornell experts and an electronic archiving system.

Experience required:

- Bachelor's degree in journalism or a related field.
- Ability to report, write, and edit according to AP style.
- Experience working in an academic environment and dealing with the media.
- Fluency with Macintosh computers and common applications including Microsoft Word, FileMaker, Adobe Photoshop, Applescript, and CGI scripting.

Reports to: News Service Director

Salary: "All of us in academia are underpaid," says Bill Steele, who holds this position.

Reprinted from CASE *Currents* article
on webmasters, March 1997 issue.

Cornell University
Technology and Electronic Information Editor
Job Description

Publications

The modern college or university publications office is a vastly different place than it was just five or ten years ago. Gone is the concern about "good light" for the designers, and in its place is concern about keeping the glare off computer screens. Not just the tools but the scope of services has expanded. Increasingly, publications offices are responsible for web site concept and design, as administrations have realized that technical expertise is not enough; sites must communicate with style, consistency, and clarity.

Publications offices are located in a variety of places in the institutional advancement structure: reporting directly to the vice president, parallel to public relations, as a sub-unit with public or university relations, and sometimes even as part of a discrete marketing department.

Probably the majority of publications offices operate on a "charge-back" basis for many or most of the projects they undertake, billing their clients within the institution for services performed. While this "client" relationship to other units on campus imposes a customer service orientation, it also means that charge-back publications offices are less in control of their own destiny, must compete with outside design firms for projects (and in some cases, for their very survival), and may be less focused on serving the communications needs of the institution as a whole.

Component services usually include editorial services (writing/editing), design (from conceptualization to final layout) and production management. Many publications offices also offer web site design and maintenance, photography, and publication distribution services.

A number of publications offices handle the editing, design, and production of one or more periodicals as well. Usually, the alumni magazine is the most ambitious of the periodicals produced on campus, and may be regarded as the standard-bearer of the institutional image. It is often full-color with dozens of pages, and may have a dedicated design and editorial structure parallel to the larger publications office structure. The publications operation also may be responsible for other periodicals to meet specialized development communications needs, and the internal faculty/staff newsletter or newspaper staff may be part of — or at least closely aligned with — the publications staff.

UNIVERSITY OF MINNESOTA

Managing Editor, Publications University Relations

Job Description

General:

This position reports to the Director of University Relations and is responsible for the staffing and quality of various recurring and nonrecurring University of Minnesota publications, which include the Student Staff Directory, Facts, maps, and other central administration publications as assigned. As one of two managing editors, this person is responsible for coordinating and sharing the work of the publications unit with his/her counterpart in periodicals.

Specific Duties:

- ☐ Serve as a member of the department management team
- ☐ Supervise publications staff as designated and assigned
- ☐ Monitor and coordinate various graphic systems and policies
- ☐ Plan, edit, consult with, coordinate and/or staff publications on behalf of various University "clients" as required or assigned
- ☐ Plan and/or coordinate content, art direction, budgets, schedules, contracts, freelancers and various vendors for publications as needed
- ☐ Write for publications as needed
- ☐ Copy edit and serve as backup editor/writer of Brief

University of Minnesota

Managing Editor, Publications/University Relations
Job Description

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**University of
Minnesota - Duluth**

PUBLICATION DIRECTOR DUTIES:

- Edit, design, produce and supervise writing of CURRENTS, the bi-weekly campus newsletter
- Edit, design, produce, write for and supervise the production process of BRIDGE, the alumni newspaper for alumni and friends of UMD, in consultation with the Alumni Director and University Relations Director
- Write, edit, design and coordinate production of an electronic calendar and University Relations home pages on the World Wide Web via the UMD computer network in consultation with the Public Relations Director
- Collect information and design the all-campus calendar for the Chancellor
- Oversee production of the annual UMD Campus Directory, including writing, editing, graphic design and coordination of all editorial material (including the Office and Departments section); editing/approval of all advertising; and selection of directory publishing vendor
- Coordinate submission by all UMD employees of information updates to the Staff Demographic Database via the Staff Demographic Forms
- Coordinate production of Commencement Program and write/edit program portion of the publication
- Write, edit, design and coordinate the production of a yearly facts brochure
- Write, edit, design and produce the yearly Commencement Handbook for graduating seniors
- Edit and oversee the design and production of the Annual Report Honor Roll of Contributors for the Development Office
- Write, edit, design and coordinate production of all Development publications
- Edit and design the Experts List as needed in coordination with the Public Relations Director
- Consult as needed with UMD departments on publication projects
- Other work related duties as assigned

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University of Minnesota - Duluth

**Publication Director
Job Description**

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**Massachusetts Institute
of Technology**

Public Relations Services, Communications Office: Director

Summary of function and responsibility

The Director, Communications Office, directs publishing activities in the Communications Office and provides advice and guidance to other offices regarding innovations in publishing techniques and communications strategies.

The Communications Office publishes annually in print two issues of the *MIT Bulletin: Courses and Degree Programs*, and the *Summer Session Catalogue*; large and small editions of the *Report of the Treasurer*; *Reports to the President*; *Report of the President*; *Faculty and Staff* and *Student Directories*. The World Wide Web site developed and maintained by the Office provides on-line access to reference information important to the community, e.g., *Reports to the President*, *Report of the President*, and MIT's Nondiscrimination Policy. Additional projects are undertaken for academic departments and administrative offices throughout the Institute as required.

Characteristic duties and responsibilities

The Director is responsible for the organization and operation of the Communications Office within Public Relations Services (PRS), a position that involves the planning, production, and evaluation of the Institute's official reference documents; publishing information in print and electronic formats; supervision and management of office personnel; and financial and administrative duties associated with these responsibilities.

The Director initiates innovative solutions to managing information, modeling solutions with the Institute reference publication and promoting cross-functional teamwork wherever appropriate. Since the Office is client to and partner with the Publishing Services Bureau, the Director works closely with the bureau staff on various publishing initiatives.

Oversees production cycles of Institute reference publications, which includes assessing customer requirements; scheduling; editing and proofreading; and improving distribution. Meet final deadlines as planned for all publications.

Initiates, or participates in, working groups as required to address publishing challenges involving new media and forms of communication. Participates as team facilitator or member in Institute's efforts to reengineer publishing services at the Institute as required.

Improves the quality of reference information in publications on an ongoing basis, ensuring that information is current, accurate, and accessible; evaluate work, both products and processes, against criteria for cost, standard, and market requirements. Promote good information design by examining the document(s) in the context of the purpose and function of the organization.

Publishes editorial and style guidelines for reference publications, as appropriate.

Massachusetts Institute of Technology

**Director of Public Relations Services/Communications Office
Job Description**

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Prepares fiscal year budgets and plans for all publications and approve all production expenses. Monitor trends month-to-month and year-to-year. Hold production expenses within budget.

Promotes the Office's innovations through written communications, formal and informal presentations, for audiences on and off campus.

Acts as system administrator of Office's local area network, which includes upgrading and monitoring hardware and software configurations, providing appropriate backup and archive capabilities, as well as Internet links; and planning technical training for staff.

Supervision received

The Director, Communications Office, receives advice and guidance from the Director of Public Relations Services.

Supervision exercised

Supervises the Manager, Publications, and direct specific projects relating to the editing and production of publications; supervise responsibilities of the part-time (50%) Administrative Assistant.

Contacts required

The Director maintains extensive contacts with professional colleagues on and off campus; this includes working with senior-level members of MIT community as well as representatives from MIT's Schools, departments, labs, and centers to produce the publications and to introduce and implement change.

Qualifications

Bachelor's or Master's Degree in English, Communications, or significant experience in the publications field, required. Five to ten years' experience in publication production or graphic arts field required. Knowledge of current publishing technologies and facility with Internet tools required. Outstanding written and oral communications skills, demonstrated managerial skills. Ability to work as both a leader and member of teams as well as orchestrate and foster change, MIT or other university experience preferred.

19 February 1997

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Massachusetts Institute of Technology
Director of Public Relations Services/Communications Office
Job Description

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**Massachusetts Institute
of Technology**

Public Relations Services, Communications Office: Publications Manager

Summary of function and responsibility

The Publications Manager plans and implements Institute publishing projects assigned to the Office, managing all aspects of a number of concurrent projects, with an eye to continuous improvement of both publication products and business processes.

The Communications Office publishes annually two issues of the *MIT Bulletin: Courses and Degree Programs*, and the *Summer Session Catalogue*; large and small editions of the *Report of the Treasurer*; *Reports to the President*; *Faculty and Staff* and *Student Directories*. In addition, the Office provides on-line access to reference information, e.g., *Reports to the President* and subject listings from the course catalogue. Additional projects are undertaken for academic departments and administrative offices throughout the Institute as required.

Characteristic duties and responsibilities

Manages production cycles for key Institute reference documents, which includes development of publication plans; editing and proofreading; production in print and electronic formats; and evaluation.

Oversees distribution of Institute publications (including the course catalogue and directories, etc.) to destinations on and off campus. For the course catalogue, this entails maintaining a database for first- and second-class, and overseas mailings; generating labels; maintaining accurate inventories, and tracking revenues from sales and profit-sharing.

Develops and coordinates detailed schedules and specifications for Institute publications, working with the Director to arrange long term production schedules. Works with offices throughout the Institute to coordinate production schedules and specifications for publications under production, anticipating potential conflicts and requirements for additional resources.

Edits copy against authors' materials as well as Institute's content and style guidelines. Proofreads galleys and page proofs; checks camera-ready mechanicals and blue-line proofs.

Prepares page layouts with standard design formats, including layout of copy and photo selection where appropriate. Increasingly, this entails coordination of print and electronic versions of current publications, and the redesign of information as appropriate.

Works extensively with the office's desktop publishing system (updating files and formatting pages) and other software for database design; conversion of word processing files to World Wide Web formats; tracking distribution and invoicing, income and expenses.

Massachusetts Institute of Technology

**Publications Manager/Communications Office
Job Description**

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Monitors monthly production expenses against the Office's budget, handling routine tracking of account balances; requisitioning supplies; preparing payroll and other paperwork for part-time student, free-lance, and temporary help. Assists Director in preparation of annual budget.

Maintains photo files and awareness of additional photo resources on campus, including lists of available photographers; manages a loan service to Institute faculty and staff and other administrative offices.

Supervision received

The Director provides general supervision over editing and production of all publications and guidance for specific publication assignments.

Supervision exercised

The Publications Manager assists in selecting all office personnel (student employees, temporary office workers, and professional free-lance artists) and is responsible for planning assignments, training, supervising and evaluating their work. With the Director, the Manager provides supervision of the office's Administrative Assistant.

Contacts Required

The Publications Manager maintains extensive contacts with faculty and staff at all levels regarding the editing, production, and distribution of Institute publications; works with the Publishing Services Bureau, CWIS, and/or outside vendors to request appropriate services and obtain favorable pricing for publishing projects; responds to numerous daily queries from on and off campus about the Office's publications; and participates as a member of Institute task forces and reengineering teams as appropriate.

Qualifications

Bachelor's in English, Communications, or significant experience in the publications field. Minimum of four to five years in related publishing or graphic arts field. Proficiency with desktop publishing and use of computers as a production tool; previous experience with World Wide Web, including html coding and Internet applications. Ability to work independently as well as on a team, make sound judgments, embrace change. Strong commitment to customer service. MIT experience preferred, university-related experience helpful.

May 9, 1997

BEST COPY AVAILABLE

Massachusetts Institute of Technology
Publications Manager/Communications Office
Job Description

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE

Director, Publishing Services Bureau

Anticipated Effective Date

August 1 - 15, 1996

BASIC FUNCTION

The Director of Publishing Services coordinates the development and implementation of a comprehensive strategy for ensuring that the full range of MIT publications achieve maximum impact at the lowest cost. Working with representatives from all of MIT's schools, departments, labs, and centers, the Director oversees a service that identifies specific publications needs and matches them with appropriate vendors for conception, design, writing, production, and distribution.

MAJOR DUTIES AND RESPONSIBILITIES

Central responsibilities of the position include staying aware of the MIT community's evolving communications needs, promoting the use of the bureau at MIT, seeking ways to reduce redundancies and encourage efficiencies across the Institute, developing publishing processes and guidelines, keeping abreast of the latest advances in all forms of publications technology, building and maintaining relationships with a network of vendors; and developing and implementing a sales and marketing strategy. Preparation and monitoring of budgets are also key aspects of the job. In addition to guiding MIT's continuous efforts to improve the effectiveness of its publications operations, the Director will contribute to the formulation of the Institute's overall communications and public relations strategy.

SUPERVISION RECEIVED

Director reports to the Senior Vice President.

SUPERVISION EXERCISED

Director oversees the Publishing Bureau staff.

May 9, 1996

Massachusetts Institute of Technology

**Director, Publishing Services Bureau
Job Description**

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CONTACTS REQUIRED TO PERFORM DUTIES

Work with senior-level members of the MIT community, as well as representatives from all of MIT's schools, departments, labs, and centers. Represents MIT's Publishing Bureau with professional organizations, other colleges and universities, and vendors.

EDUCATIONAL REQUIREMENTS

A master's degree in journalism, communications, or a related field would be a plus.

EXPERIENCE REQUIREMENTS

The successful candidate will have significant experience in the publications field, with a thorough knowledge of all phases of the business, ranging through needs assessment, design, production, and customer and vendor relations. Familiarity and experience with emerging publishing media, including the Internet and the World Wide Web is highly desirable.

Direct experience in the university environment is essential, and a knowledge of MIT is preferred. Other key qualifications include outstanding written and oral communications skills, demonstrated managerial experience, and the ability to work as both a leader and a member of teams.

May 9, 1996

Massachusetts Institute of Technology
Director, Publishing Services Bureau
Job Description

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE **Broker - Print Specialist, Publishing Services Bureau**

Anticipated Effective Date August 1 - 15, 1996

BASIC FUNCTION

Assist customers in the MIT community in reducing their publishing costs while improving quality of publications. Model and teach innovative publishing solutions.

Develop effective relationships with suppliers: negotiate contracts and manage partnerships; seek out volume pricing agreements using the competitive bidding process. Monitor the quality of the supplier's work, customer service, delivery schedules, and pricing.

Support the Institute's communications strategy. Promulgate MIT's mission and vision based on developing a working knowledge of MIT and the Institute's unique strengths and culture. Demonstrate appreciation for the communications process.

MAJOR DUTIES AND RESPONSIBILITIES

1. Discover new technologies available from the printing vendors on an ongoing basis.
2. Educate brokers and customers about specific technologies available from printing and design suppliers.
3. Market the services and benefits of the Publishing Services Bureau. Communicate Institute purchasing policy and procedures to the community. Educate the community with publishing seminars and outreach efforts.

May 9, 1996

Massachusetts Institute of Technology

**Broker-Print Specialist, Publishing Services Bureau
Job Description**

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4. Monitor specific segments of the publishing industry, locate new vendors, keep abreast of market research. Share expertise with other brokers in a team environment. Evaluate vendors.
5. Provide support in current publishing technologies, including a wide variety of software programs used for document preparation, and facility with Internet tools. Support customers by pre-testing disks before sending them to a printer to determine if they have been prepared properly. Establish quality control checks for printing and pre-press areas, pre-flight testing.
6. Audit a customer's annual publishing/communications strategies, and provide guidance in long-range planning of publications, scheduling, and job forecasting.
7. Provide project management and coordination as necessary.
8. Assist clients in creating and maintaining a publication plan for each unique title; provide user support throughout the process.

SUPERVISION RECEIVED

Reports to Director, Publishing Services Bureau. Supervision received from the Purchasing Agent regarding negotiating with vendors and in the processing and placement of purchase orders.

SUPERVISION EXERCISED

General supervision of Senior Production Assistant. Plan, design, and check work of student interns and temporary, part-time staff.

CONTACTS REQUIRED TO PERFORM DUTIES

The MIT community, suppliers, and professional colleagues.

May 9, 1996

Massachusetts Institute of Technology
Broker-Print Specialist, Publishing Services Bureau
Job Description

EDUCATIONAL REQUIREMENTS

A Bachelor's degree or the equivalent combination of education and experience is necessary.

EXPERIENCE REQUIREMENTS

Thorough understanding of offset printing and knowledge of all the standard bindery methods, including: Prep (color evaluation, and electronic file preparation), Press (ink, paper, varnish, web, and sheet fed), and Bindery (folding, scoring, perfin, and trimming). Experience in buying one-color through four-color process printing and full range of bindery services. Knowledge of paper grades and characteristics.

Familiarity with using job-tracking systems to handle hundreds of print jobs simultaneously.

Demonstrate familiarity with publishing software (e.g. PageMaker, Quark Express, PhotoShop, and HTML) and business management reporting (Excel, FileMaker Pro), as well as file and media formats.

Commitment to customer service; ability to work with all levels of customer expertise. Ability to organize and prioritize in a rapidly changing environment. Commitment to continuous improvement of the business processes of the bureau. Ability to work independently as well as in a team. Effective presentation skills.

May 9, 1996

Massachusetts Institute of Technology
Broker-Print Specialist, Publishing Services Bureau
Job Description
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MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE **Broker - Design Specialist, Publishing Services Bureau**

Anticipated Effective Date August 1 - 15, 1996

BASIC FUNCTION

Assist customers in the MIT community in reducing their publishing costs while improving the quality of their publications. Model and teach innovative publishing solutions.

Develop effective relationships with suppliers: negotiate contracts and manage partnerships; seek out volume pricing agreements using the competitive bidding process. Monitor the quality of the supplier's work, customer service, delivery schedules, and pricing.

Support the Institute's communications strategy. Promulgate MIT's mission and vision based on developing a working knowledge of MIT and the Institute's unique strengths and culture. Demonstrate appreciation for the communications process.

MAJOR DUTIES AND RESPONSIBILITIES

1. Promote high standards of design. Educate customers and brokers about specific technologies available from suppliers of creative services.
2. Communicate and work constructively with suppliers of creative services: designers, information designers, writers and editors, photographers, illustrators.
3. Market the services and benefits of using the publishing bureau. Communicate Institute purchasing policy and procedures to the community.

May 9, 1996

Massachusetts Institute of Technology

**Broker-Design Specialist, Publishing Services Bureau
Job Description**

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4. Monitor specific segments of the publishing industry, locate new vendors, keep abreast of market research. Share expertise with other brokers in a team environment. Evaluate vendors.
5. Demonstrate familiarity or knowledge in current publishing technologies, including a wide variety of software programs used for document preparation, and facility with Internet tools.
6. Provide support in current publishing technologies, including a wide variety of software programs used for document preparation, and facility with Internet tools. Support customers by pre-testing disks before sending them to a designer or a printer to determine if they have been prepared properly.
7. Audit a customer's publishing/communications strategies, and provide guidance in long-range planning of publications, scheduling, and job forecasting.
8. Assist clients in creating and maintaining a publication plan for each unique title; provide user support throughout the process.
9. Assist with developing and applying editorial standards where appropriate.
10. Provide project management and coordination as necessary.

SUPERVISION RECEIVED

Reports to Director, Publishing Services Bureau. Supervision received from the Purchasing Agent regarding negotiating with vendors and in the processing and placement of purchase orders.

May 9, 1996

Massachusetts Institute of Technology
Broker-Design Specialist, Publishing Services Bureau
Job Description

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SUPERVISION EXERCISED

General supervision of Senior Production Assistant. Plan, design, and check work of student interns and temporary, part-time staff.

CONTACTS REQUIRED TO PERFORM DUTIES

The MIT community, suppliers, and professional colleagues.

EDUCATIONAL REQUIREMENTS

MFA or equivalent experience.

EXPERIENCE REQUIREMENTS

Understanding of designer's role as shaper of content. Demonstrated fluency in principles of design and experience in applying exceptional design sense in versatile ways, appropriate for intended audience and intended purpose.

Appreciation for collaborative nature of work in communications, including strategic planning and development of communications programs.

Demonstrate familiarity with publishing software (e.g. PageMaker, Quark Express, PhotoShop, and HTML) and business management reporting, as well as file and media formats.

Commitment to customer service; ability to work with all levels of customer expertise. Ability to organize and prioritize in a rapidly changing environment. Commitment to continuous improvement of the business processes of the bureau. Ability to work independently as well as in a team. Effective presentation skills.

May 9, 1996

Massachusetts Institute of Technology
Broker-Design Specialist, Publishing Services Bureau
Job Description

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE **Broker - Electronic Publishing, Publishing Services
Bureau**

Anticipated Effective Date August 1 - 15, 1996

BASIC FUNCTION

Assist customers in the MIT community in reducing their publishing costs while improving quality of publications. Model and teach innovative publishing solutions.

Develop effective relationships with suppliers: negotiate contracts and manage partnerships; seek out volume pricing agreements using the competitive bidding process. Monitor the quality of the supplier's work, customer service, delivery schedules, and pricing.

Support the Institute's communications strategy. Promulgate MIT's mission and vision based on developing a working knowledge of MIT and the Institute's unique strengths and culture. Demonstrate appreciation for the communications process.

MAJOR DUTIES AND RESPONSIBILITIES

1. Support customers in electronic publishing technologies, including a wide variety of software programs used for document preparation, and facility with Internet tools. Support customers by pre-testing disks before sending them to a printer to determine if they have been prepared properly.

May 9, 1996

Massachusetts Institute of Technology

**Broker-Electronic Publishing, Publishing Services Bureau
Job Description**

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2. Discover new technologies available in electronic publishing on an ongoing basis. Identify, evaluate, and apply other advances in information technology, especially production technology developments including the latest software for the delivery of electronic products.
3. Provide project management and coordination as necessary.
4. Educate brokers and customers about specific technologies available in electronic publishing and from printing and design suppliers.
5. Monitor specific segments of the publishing industry, locate new vendors, keep abreast of market research. Share expertise with other brokers in a team environment. Evaluate vendors.
6. Educate the community with publishing seminars and outreach efforts.
7. Serve as point person for electronic publishing with Information Systems, keeping up-to-date on uses of new technologies, organizational changes, and collaborations with the bureau, such as the help line.
8. Provide support in current publishing technologies, including a wide variety of software programs used for document preparation, and facility with Internet tools. Support customers by pre-testing disks before sending them to a printer to determine if they have been prepared properly. Establish quality control checks for printing and pre-press areas, pre-flight testing.
9. Audit a customer's annual publishing/communications strategies, and provide guidance in long-range planning of publications, scheduling, and job forecasting.
10. Assist clients in creating and maintaining a publication plan for each unique title; provide user support throughout the process.

May 9, 1996

Massachusetts Institute of Technology
Broker-Electronic Publishing, Publishing Services Bureau
Job Description

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SUPERVISION RECEIVED

Reports to Director, Publishing Services Bureau. Supervision received from the Purchasing Agent regarding negotiating with vendors and in the processing and placement of purchase orders.

SUPERVISION EXERCISED

General supervision of Senior Production Assistant. Plan, design, and check work of student interns and temporary, part-time staff.

CONTACTS REQUIRED TO PERFORM DUTIES

The MIT community, suppliers, and professional colleagues. Liaison with MIT's Information Systems.

EDUCATIONAL REQUIREMENTS

A Bachelor's degree or the equivalent combination of education and experience is necessary.

EXPERIENCE REQUIREMENTS

Demonstrate familiarity with publishing software (e.g. PageMaker, Quark Express, PhotoShop, and HTML) and business management reporting, as well as file and media formats.

Experience with database programs a plus. Experience in consulting on microcomputer applications.

Commitment to customer service; ability to work with all levels of customer expertise. Ability to organize and prioritize in a rapidly changing environment. Commitment to continuous improvement of the business processes of the bureau. Ability to work independently as well as in a team. Effective presentation skills.

May 9, 1996

Massachusetts Institute of Technology
Broker-Electronic Publishing, Publishing Services Bureau
Job Description

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE Assistant Broker, Publishing Services Bureau

Anticipated Effective Date August 1 - 15, 1996

BASIC FUNCTION

Assist brokers in the Publishing Services Bureau by coordinating jobs between the customer and the vendor.

Assist customers in the MIT community in reducing their publishing costs while improving quality of publications.

Assist the brokers in monitoring the quality of the supplier's work, customer service, delivery schedules, and pricing.

MAJOR DUTIES AND RESPONSIBILITIES

1. Responsible for the coordination of jobs between the customer and the vendor. These duties include: gathering job specs from customer, working with Purchasing Agent to select the appropriate vendor(s), trafficking materials (disks, lasers, proofs, samples, etc.) between customer and vendor, and ensuring the final product meets customer expectations.
2. Assistance in production management and coordination.
3. Provide general office support as needed, including answering telephones, courteous and helpful reception, and other clerical duties as requested.
4. Assist brokers in the production of a variety of print and electronic communications. Provide clerical and business support.

May 9, 1996

Massachusetts Institute of Technology

**Assistant Broker, Publishing Services Bureau
Job Description**

SUPERVISION RECEIVED

Reports to the Director of the Publishing Services Bureau, but assists brokers as required.

SUPERVISION EXERCISED

Plan, design, and check work of student interns and temporary, part-time staff.

CONTACTS REQUIRED TO PERFORM DUTIES

Interact with Publishing Bureau staff, vendors and meet with customers as needed.

EDUCATIONAL REQUIREMENTS

A Bachelor's degree or the equivalent combination of education and experience is necessary.

EXPERIENCE REQUIREMENTS

Background in print, electronic, and pre-press production. Experience in working with publishing vendors.

Must have a sound understanding of the printing process and be willing to travel off-site at odd hours for "Press OKs."

Outstanding organizational skills and proven ability to manage multiple priorities and schedules simultaneously. Ability to manage time and diffuse conflicts is critical. Superior attention to detail is an absolute must. Internet skills required, such as familiarity with e-mail and the World Wide Web.

May 9, 1996

Massachusetts Institute of Technology
Assistant Broker, Publishing Services Bureau
Job Description

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION STANDARDS

For Support Staff

SUGGESTED TITLE: Purchasing Assistant

Anticipated Effective Date August 1 - 15, 1996

PRIMARY RESPONSIBILITY

Provide support to the Publishing Services Bureau regarding all MIT printing and publishing purchases.

CHARACTERISTIC DUTIES

1. Provide business support to the brokers in the production of a variety of print and electronic communications. Assume primary responsibility for tracking jobs and reporting on status.
2. Interact with vendors and meet with customers as needed.
3. Facilitate customer use of the electronic catalog for publishing orders. Assist in the production work flow of non-catalog orders.
4. Provide general office support as needed, including answering telephones, courteous and helpful reception, and other clerical duties as requested.

SUPERVISION RECEIVED

Reports to the Purchasing Broker, but may assist other Brokers as required.

DIRECTION EXERCISED

May 9, 1996

Massachusetts Institute of Technology

**Purchasing Assistant
Job Description**

CONTACTS REQUIRED TO PERFORM DUTIÉS

Interact with Publishing Bureau staff, vendors and customers as needed.

EDUCATIONAL REQUIREMENTS

A Bachelor's degree or the equivalent combination of education and experience is necessary.

EXPERIENCE REQUIREMENTS

Experience in working with publishing vendors. Knowledge of MIT business practices. Background in print, electronic, and pre-press production is a plus.

SKILL REQUIREMENTS

Outstanding organizational skills and proven ability to manage multiple priorities and schedules simultaneously. Superior attention to detail is an absolute must. Networking skills required, such as competency in e-mail. Interpersonal skills.

May 9, 1996

Massachusetts Institute of Technology

Purchasing Assistant Job Description

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE

Purchasing Agent, Publishing Services Bureau

Anticipated Effective Date

August 1 - 15, 1996

BASIC FUNCTION

The Purchasing Agent is responsible for consolidating all MIT printing and publishing purchases channeled through the Publishing Services Bureau.

Assist customers in the MIT community in reducing their publishing costs while improving quality of publications.

Develop effective relationships with suppliers; negotiate contracts and manage partnerships; seek out volume pricing agreements using the competitive bidding process. Monitor the quality of the supplier's work, customer service, delivery schedules, and pricing.

MAJOR DUTIES AND RESPONSIBILITIES

1. Monitor the publishing industry. Identify and negotiate with vendors, manage partnerships, and seek volume pricing agreements using the competitive bidding process. Assist brokers in their vendor negotiations. Consolidate on-campus requirements to the greatest extent possible to obtain most favorable pricing arrangements.
2. Recommend new systems and procedures for the business processes of the bureau, and assist in their development and implementation.
3. Assist in the development, preparation, and allocation of bureau's budget. Monitor proposed and actual expenditures against approved budget to ensure that operational funds will be and are being used effectively and appropriately. Maintain financial records and provide reports on spreadsheets as requested.

May 9, 1996

Massachusetts Institute of Technology

**Purchasing Agent, Publishing Services Bureau
Job Description**

4. Oversee effective execution of the Institute's minority business and women-owned business and sub-contracting program.
5. Market the services and benefits of using the publishing bureau. Communicate Institute purchasing policy and procedures to the community.
6. Assist clients in creating and maintaining a publication plan for each unique title; provide user support throughout the process.

SUPERVISION RECEIVED

Joint reporting to the Director, Publishing Services Bureau, and the Director of Purchasing.

SUPERVISION EXERCISED

Supervise the Brokers in negotiating with vendors and in the processing and placement of purchase orders. Ensure that brokers follow MIT purchasing policies and business practices. Supervise the Purchasing Support Staff.

CONTACTS REQUIRED TO PERFORM DUTIES

The MIT community, suppliers, and professional colleagues. Act as liaison with/member of the MIT Purchasing Office.

EDUCATIONAL REQUIREMENTS

A Bachelor's degree or the equivalent combination of education and experience is necessary.

May 9, 1996

Massachusetts Institute of Technology
Purchasing Agent, Publishing Services Bureau
Job Description

EXPERIENCE REQUIREMENTS

Several years of directly related purchasing experience, and thorough knowledge of publishing technologies. Knowledge of MIT procedures highly desirable. Strong written and oral communication skills. Strong administrative and negotiating skills. Demonstrated ability for collaborative teamwork.

Massachusetts Institute of Technology

**Purchasing Agent, Publishing Services Bureau
Job Description**

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DUKE UNIVERSITY
Duke Magazine Job Descriptions

Editor:

Provides overall direction; has ultimate responsibility for magazine content; shares in the feature-writing responsibility; maintains relations with senior administrators, the Editorial Advisory Board, the alumni leadership, and other key constituencies; supervisor for other members of the editorial staff and for student interns.

Associate Editor:

Oversees production of the "Alumni Register" core section; gives general direction to the magazine's off-campus designer; coordinates advertising, mailing and circulation; coordinates the magazine's website.

Features Editor:

Has the principal staff-writing responsibility; along with the Editor, shapes the feature content for each issue; identifies and issues assignments to freelance writers; identifies and issues assignments to photographers and illustrators.

Science Editor:

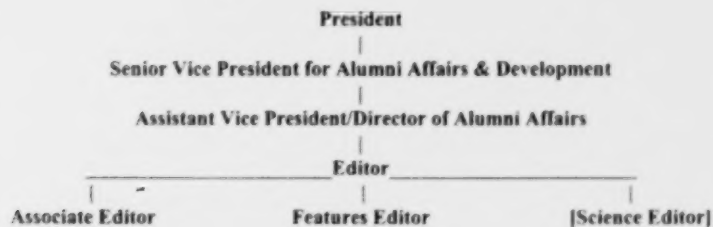
Regularly contributes one feature story, with a focus on research, medicine, or issues facing the research community (the magazine supports the salary of the Director of the Office of Research Communications).

Student Interns:

Prepare class notes, assist in proofreading, cover campus events, transcribe interviews, perform research for the editorial staff (the magazine generally supports two work-study interns).

The magazine contracts with an off-campus designer and with an off-campus designer of the Web edition.

REPORTING RELATIONSHIPS



Duke University
Magazine Job Descriptions

UNIVERSITY OF MINNESOTA

Managing Editor, Periodicals University Relations

Job Description

General:

This position reports to the Director of University Relations and is responsible for the staffing and quality of various all-university publications which include M, Kiosk, Brief, and other publications as assigned. As one of two managing editors, this person is responsible for coordinating and sharing the work of the periodicals unit with his/her counterpart in publications.

Specific Duties:

- ☐ Serve as a member of the department management team
- ☐ Serve as writer-editor of Brief, and associate editor of M and Kiosk
- ☐ Supervise editors of M and Kiosk
- ☐ Gather information on major University of Minnesota issues and events; report for publication and dissemination
- ☐ Plan content, art direction, schedules and budgets for publications as assigned
- ☐ Hire, contract for, supervise and coordinate freelance publication work as needed

University of Minnesota

Managing Editor, Periodicals/University Relations
Job Descriptions

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Special Events



A university or college moves forward on the strength of its special events. The academic year is measured in the recurring events that in many ways define the institution: convocation, reunion, homecoming, commencement. Add in the special events that punctuate every month of the academic year — awards ceremonies, retirement functions, inaugurations, memorial services — and you have a multitude of events that demand careful oversight and coordination.

The special events office is one of the more nomadic offices across educational institutions, sometimes found housed in the development office, other times in the public relations office, and even occasionally in the president's office. At many institutions, special events is not even defined as a cohesive function, but is delegated across a number of units.

The value of a dedicated special events office, headed by a professional, is that it enables the institution to bring a consistent tone and message to both one-time and recurring events, leveraging the institutional image efforts of the development, public relations, and marketing staffs. The events office also has immeasurable value (and saves many hours of others' time) as the repository and one-stop-shop for events-related information such as which rooms on campus hold 250 people, whom do you call for draping, and where is the good lectern stored?

CORNELL UNIVERSITY

ALUMNI AFFAIRS AND DEVELOPMENT

Job Description

Job Title: Director, Events Management

CRS Title: Public Affairs Officer III

Salary Band: G

Department: Alumni Affairs and Development Services

Issued: 10/89

Revised: 04/17/98

Job Function: The Director, Events Management will be responsible for planning and directing all logistical aspects of special events, lectures and conferences for the entire division of Alumni Affairs and Development. Works with staff from throughout the division and volunteers to create high visibility Alumni Affairs and Development events designed to enhance Cornell's fundraising and friendraising programs. The Director, Events Management works with Program Directors to plan events involving key alumni and major donors such as dedications, special celebrations, special visitor groups and regional kickoff events. In conjunction with the Program Directors, responsible for developing goals and objectives and establishing the program for each event. In addition, the Director, Events Management will be responsible for overseeing all logistical arrangements, including handling the facility and menu negotiations and the signing of contracts, site inspections, security and floor plan design; for the execution of events; preparing budget estimates; and for participating in post-event evaluations. Maintain close, positive working relationships with donors, executive staff, faculty, on-campus and outside vendors and staff. Responsible for supervising two Events Coordinators.

Job Responsibilities:

- 1) Serves as primary resource for all program areas in AA&D in the planning and execution of a wide range of special events.
- 2) Plans and coordinates in close coordination with respective Program Directors events involving key alumni and major donors such as dedications, special celebrations, special visitor groups and regional campaign kickoffs.
- 3) Has full responsibility for all logistical arrangements. Prepares budget estimates with program areas.
- 4) Together with Program Directors, develops goals and objectives and determines programs. Has responsibility for execution of events and post-event evaluation.

Cornell University

Events Manager Job Description

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Job Description
Director, Events Management
Page 2

Job Responsibilities (continued)

5) Maintains close, positive working relationships with donors, executive staff, faculty, campus and outside vendors, and staff.

Supervision: Supervise two Events Coordinators (PA Assistants).

Qualifications: Bachelors degree or equivalent , with 3-5 years experience in events management. Strong interpersonal skills with the ability to communicate effectively and persuasively. Must have demonstrated the ability to exercise sound judgment, tact and discretion.. Capable of working with many different types of "clients". Previous Alumni Affairs and Development experience and previous work with volunteer organizations is preferred. Established writing skills and knowledge of prospect management and gift solicitations are recommended.

Reports to: Director, Alumni Affairs and Development Services

Responsibility for annual review: Director, Alumni Affairs and Development Services

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Cornell University
Events Manager Job Description

UNIVERSITY OF MINNESOTA

Events Manager University Relations

Position Announcement

The University of Minnesota is seeking a highly energetic, organized, and experienced individual to manage a wide range of special events for central administration and the Twin Cities campus of the university.

The events manager supervises the events unit of University Relations and reports to the director of the department. The events unit directs, coordinates, or assists other units with more than 100 events per year, including: presidential special events, commencement ceremonies, exhibits, building dedications, groundbreaking ceremonies, receptions, dinners, and various award presentations. Twin Cities campus tours and the University speakers bureau are two other services of the events unit.

Candidates for this position must have superior leadership, planning, communications, and organizational skills, and at least three years' experience managing events and events budgets for large and complex organizations. A clear understanding of the mission, values, organization, and traditions of a public land-grant university is desired. A bachelor's degree is required.

This is a 12-month professional academic/administrative appointment, renewable annually. Salary is commensurate with the candidate's qualifications and experience; a competitive benefits package is available.

The University of Minnesota is an equal opportunity educator and employer.

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University of Minnesota Events Manager Job Description

UNIVERSITY OF MINNESOTA

Director, Special Events University Relations

Job Description

General:

This position reports to the Director of University Relations, manages the department's Special Events unit including the public tour operation and responds to public relations needs as defined by the director and central administration.

Specific Duties:

- ☐ Serves as a member of the department management team
- ☐ Supervises Events and tours staff and volunteers
- ☐ Directs and coordinates all-university special events
- ☐ Serves, chairs or consults with other university events committees as needed
- ☐ Arranges for or prepares event plans, budgets, scripts, schedules, publicity, printed material, and contracts as required
- ☐ Coordinates with vendors, physical plant, and event "clients" as needed
- ☐ Stays current on protocol for various events
- ☐ Does necessary event follow-up
- ☐ Coordinates speakers bureau
- ☐ Other University Relations duties as assigned

University of Minnesota

Director, Special Events Job Description

Putting It All Together

How can you determine what is best for your institution and your operation? Is there a secret formula for building support and adding needed resources? Those who have been charged with bringing their operation in line with institutional needs and priorities agree that, while there may not be a secret formula, there are some rules that are universally applicable.

James Langley, vice chancellor for development and university relations at the University of California at San Diego, advocates the "key constituency approach" — whether the challenge is to build up, downsize, or reallocate resources. Base decisions and strategies, he says, on "protecting and strengthening the lifelines — financial and human — to the institution." For example, notes Langley, you might determine the most effective structure for a communications office by researching the greatest sources of funding to the institution. He recalls working for a state institution where the biggest source was state, followed by federal. "That gave us the key to where we would be most effective in focusing our communications efforts — and where we would be able to show our greatest return on investment," he points out. Indeed, Langley notes, communications offices often complain that, at budget time, development gets more resources. The reason is simple: "Development does a better job of showing return."

In presenting a plan for adding or reallocating resources, says Langley, the same principles apply, no matter what the functional area. "Don't argue what you need, but who you will serve. Go through the exercise of assessing all that you put out — and how it directly affects such priorities as securing more state funds or increasing alumni involvement. Show how a ten percent increase in budget or staff will make a measurable difference."

Consultant Keith Moore is also a strong proponent of using measurable results to reach goals. In working for a public institution, where no additional "hard" dollars were available, he was only able to add staff through contractual, or "soft money" positions. The jobs had to be rejustified every year — making metrics especially important. "Benchmark productivity," he advises. "Show what you are able to accomplish with this position — and what was accomplished before it was added. Quantify results."

When Moore accepted a position at Carnegie Mellon several years ago, he utilized a "return on

investment" strategy effectively in building up a three-person communications operation. As he recalls, "Building staff was a priority. We were failing to reach the expectations of the campus." Moore began by looking for a change that would result in the fastest possible return on investment, and he found it. "We didn't have a strong science writer at a premier engineering institution," he reports. Thus, his first hire was a science writer...and markedly increased media coverage provided the needed "ROI."

Next, Moore added a business writer to cover the business school — another move that yielded immediate results for this high-profile area. These strategic staffing decisions helped convince critical faculty members and deans of the value of public relations — and helped win their support for additional staffing initiatives. "Every dean who is successful is a bigger presence on campus," says Moore. "Their success makes the other deans want someone to serve their area, too." In building a staff, Moore built supporters across campus. "We aimed at squeaky wheels — and they boosted our credibility."

The formula, according to Moore, is straightforward: choose areas to build, in keeping with Langley's definition of key constituencies; show results, and measure the "before" and "after." In fact, when Moore's office received thank-you phone calls from faculty and administrators, they asked their callers to put it in writing — and assembled a portfolio of praises.

Organizational structures should also have the flexibility to accommodate the strengths and aspirations of talented individuals. At Carnegie Mellon, an administrative assistant on Moore's staff handled commencement one year and showed genuine flair for doing special events. At the time, such events were generally handled within departments or in a central unit. By making the argument that upgrading the quality of departmental events would result in greater media coverage and attendance, a new position was created — and the results promised were achieved.

Smart administrators also take account of their own strengths in putting together a unit. Keith Moore recalls one job early in his career when he arrived to a staff of one — a secretary. First, he secured a promise — in writing — of a new position for a part-time writer. Because his own strengths were in media relations, he used the part-time writing position to improve the quality of publications. The results — and the promise of more and better publications with additional resources — fueled his successful bid for a full-time publications position as well, which was added in about a year. "Know what your ultimate goals are," he says, "and don't sit back as you start advancing toward them. Build a strong case for each new position."

Concludes Jim Langley, "Build your own team. Think about the specific skills you must have in your organization, be honest about how many of those skills you have, and then find or promote those who complete the skills set. One-man bands can't compete with orchestras."

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About the Authors

Judith T. (Judy) Phair is vice president for institutional advancement at the University of Maryland Biotechnology Institute. Previously, she served as assistant dean for external relations in the School of Continuing Studies at Johns Hopkins University, and as vice president for public relations at Goucher College. Beginning her career as a newspaper reporter, Ms. Phair has also held public relations positions with the Universities of Cincinnati and Michigan and in the corporate sector. Ms. Phair has extensive experience in marketing, media relations, development, management, publications, advertising, and community relations, and has provided communications consultation to several colleges and universities. She has won numerous national awards for her public relations and communications work.

Active in professional and civic organizations, Ms. Phair is past president of the Maryland Chapter, Public Relations Society of America (PRSA) and immediate past chair of PRSA's National Committee on Women in Public Relations. An accredited PRSA member, in 1994 she became the first woman in the State of Maryland to be elected to the prestigious PRSA College of Fellows. Ms. Phair has chaired several events at the national level for the Council for Advancement and Support of Education (CASE), in addition to speaking at local and national conferences and workshops on topics ranging from marketing for both adult and traditional student audiences to strategic public relations planning.

Roland King is vice president for public affairs at the National Association of Independent Colleges and Universities (NAICU) in Washington, D.C. He also has served for many years as a consultant to educational institutions on marketing/communications issues, specializing in the evaluation and restructuring of public relations, marketing and publications programs. From 1992 to 1998 he was director of university relations, the top public relations officer, at the University of Maryland, College Park, and previously was director of media and external relations at Rutgers, The State University of New Jersey. Earlier in his career he was senior vice president with the Barton-Gillet Company and vice president with F.E. Worthington, Inc., both Baltimore-based marketing and communications consulting firms. Mr. King is an accredited member of the Public Relations Society of America (PRSA) and is active in CASE, speaking and writing on such topics as public relations planning, managing public relations and publications, institutional marketing, media relations, and effective publication design.

Is the advancement team big enough to run a capital campaign? Where does the marketing function belong? And what is a webmaster? The *CASE Sample File of Organizational Charts and Job Descriptions* is the first book in a new series that will feature representative documents and materials collected from CASE member institutions. The Sample File Series will enable advancement professionals to observe how their colleagues have handled common challenges and benefit from their experience and insights.

This book offers examples of advancement organizational charts for large public and private universities, small to medium-sized public and private colleges and universities, community colleges, and independent schools. In addition, there are organizational charts and sample job descriptions within such areas of advancement as public relations, development, publications, special events, alumni relations, and marketing.

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